Investing in rural people

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Action: The Evaluation Committee is invited to review the Republic of India country strategy and programme evaluation.

Technical questions:

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Executive summary

A. Background

1. In line with the Revised IFAD Evaluation Policy and the 2023 results-based programme of work and budget of the Independent Office of Evaluation of IFAD (IOE), approved by the IFAD Executive Board at its 137th session in December 2022, IOE conducted a country strategy and programme evaluation (CSPE) in the Republic of India in 2023.

2. **Scope**. This CSPE is the third country programme evaluation (CPE) conducted in India and covers the period 2016–2022, examining 13 projects with IFAD financing of US$737 million. This was part of a total portfolio cost of US$2.46 billion, including government and beneficiary contributions and international cofinancing. The evaluation also covered non-lending activities (knowledge management, partnership-building, policy engagement and grant-funded activities) and the country strategy, with the main reference being the 2018 country strategic opportunities programme (COSOP). Previous evaluations were conducted in 2009 and 2015–2016, with the latter (referred to as the 2016 CPE) covering the period 2010–2015.

3. **Objectives**. The main objectives of the CSPE are to: (i) assess the results and performance of the IFAD strategy in the period 2016–2022; and (ii) generate findings and recommendations for the future partnership between IFAD and the Government of India to increase development effectiveness and rural poverty eradication. The findings, lessons and recommendations from this CSPE will inform the preparation of the new COSOP in 2024.

4. **Country context.** India is the seventh largest country in the world, with topography ranging from mountains to fertile plains, tropical jungles and deserts. It has the world's largest population, standing at more than 1.4 billion, marked by rich ethnic, religious and cultural diversity. Although agriculture constitutes only some 17 per cent of India's GDP, it plays an important role in the lives of its rural population. Almost half the working population relies on the agriculture sector for employment, and 85 per cent of rural households rely on marginal or small landholdings. India is a net exporter of many agriproducts, but some population groups still face food deficits. Rainfed farming accounts for more than half the total cultivated area. The livestock subsector is emerging as an important source of livelihoods, not only for small-scale and marginal farmers but for landless labourers as well. Some of the major issues faced by the smallholder population include low incomes (with scheduled castes and tribes over-represented among the poor), gender inequality, youth unemployment, land degradation and the negative impacts of climate change. The Government has introduced large-scale direct transfers/delivery of welfare and subsidy programmes (in cash and in kind) for social protection, poverty reduction, and agriculture and rural development. While India has made real strides in poverty reduction, many households remain in vulnerable situations.

5. **IFAD in India.** India became an IFAD Member State in 1977, and the first IFAD-financed project commenced in 1979. IFAD opened a Country Office in Delhi in 2001. The current COSOP was prepared in 2018 with the overarching goal of maximizing IFAD's contribution to the Government's strategy of doubling farmers' incomes by 2022, with a single strategic objective: that "smallholder food and agricultural production systems are remunerative, sustainable and resilient." IFAD's resource envelope for India is the largest among all its recipient Member States, although quite small relative to the government budget for welfare and development programmes. Given the size and variation in socioeconomic, geographical and agroecological zones and the highly decentralized context, developing a clear strategy at the country level and a cohesive set of interventions

to support it is a challenge. IFAD's main government partners have been the state governments and the Department of Economic Affairs in the Ministry of Finance.

B. Main findings

6. **Relevance** is rated as satisfactory. IFAD-funded activities have been well aligned with key central and state government policies and strategies – with a particular focus on making small-scale farming more remunerative and linking it to the development of rural livelihoods, microfinance and women's empowerment. The geographical selection of states reflects the Government's priorities – particularly its support for hilly, remote and poor regions and scheduled tribes. It is also well aligned with IFAD's strategic framework and policies.

7. The 2018 COSOP has been relevant, but not all of the later projects have been well aligned with the strategic objective, which has been more focused on economic aspects. However, project designs have been responsive to the needs of the target groups and their geographical contexts, and the targeting strategies have been sound. The choice of lead project agencies has generally reflected the different state contexts and project goals.

8. **Coherence** is rated as moderately satisfactory. External coherence has been good overall, with the areas of IFAD's comparative advantage recognized by other partners and the Government (particularly its work with smallholders, tribal groups and women). The portfolio elements and thrusts have been coherent; however, since all projects are anchored at the state level, it is hard to achieve synergy between the states or at the central level. Only a few grants have been linked to the country programme, although there have recently been some promising domestic or international grant activities, which are likely to contribute to knowledge management and partnership-building.

9. **Knowledge management** is rated as moderately satisfactory. There have been increasing efforts to improve management information systems, produce knowledge products and disseminate them at the project level, although there are still weaknesses in disaggregated data on outcomes. Knowledge exchanges between projects have contributed to some replication and adaptation of good practices within the portfolio (including tripartite portfolio review meetings between IFAD, the central Government and the project teams, and exchange visits between projects). There has been less work to identify and analyse experiences from different areas and contexts on similar issues and development challenges, distilling lessons and packaging them to share with external audiences. The Government has expressed a desire for more value addition of this kind, but so far this has not materialized due to limited staffing in the ICO, as well as COVID-19 restrictions.

10. **Partnership-building** is rated as moderately satisfactory. The partnership with the Department of Economic Affairs at the central level has been strong, with regular consultations and monitoring of project performance. Engagement with other central-level ministries has proved more difficult. Partnership with state ministries has generally been good, especially in the longer-term investment projects. However, strategic partnerships with government agencies, research institutions or think tanks beyond the investment portfolio have been limited. Partnerships with the private sector have been pursued in some projects but not in the majority, where the emphasis has been on developing community-based organizations. Collaborations with international development partners have increased and included cofinancing investments (with the World Bank) and the mobilization of grant resources.

11. **Policy engagement** is rated as moderately satisfactory. Policy-related inputs with evidence of scaling up have been mainly through investment projects at the state level, particularly in states with a long history of collaboration. The evaluation

appreciates that it is challenging to get much traction in policy discussions at the national level.

12. **Effectiveness** is rated as moderately satisfactory. The portfolio's general outreach has been satisfactory, despite the clearly negative impact of the COVID-19 pandemic. The portfolio is large, spread broadly across 12 states and has generally been focused on the poor, marginalized and disadvantaged population, especially in remote areas. All completed projects (except one that finished early) almost met their original or revised targets for households. The seven completed projects, plus three ongoing mature projects, met 97 per cent of their targets. While the availability of data on participation disaggregated by ethnicity, caste, gender or age is good overall, disaggregated data on outputs, outcomes and benefits are often not robust. This makes it hard to ascertain whether project benefits are reaching all the groups targeted.

13. Community mobilization has been a key element in the portfolio and has contributed not only to making production systems and livelihoods remunerative and resilient but to social empowerment as well. Self-help groups (SHGs) and federations have been at the basis of eight projects, while production and marketing organizations have been used in others. The quality and level of community participation and the institutional capacity of grassroots organizations have been influenced by the process, approach and context. For instance, working with particularly vulnerable tribal groups with limited experience with formal organization processes required many more visits. The SHG model is now scaled up to state and national rural livelihood missions, which have a mandate to establish and support SHGs nationwide.

14. IFAD-supported projects have contributed to improved and sustainable agricultural production systems and livelihoods to a varying degree. For instance, improved techniques, such as the introduction of a rice intensification system, vermiculture or mixed cropping or the use of improved seeds, have been reported to increase yields. Small-scale irrigation and soil conservation efforts (including efforts to reduce small-scale slash-and-burn agricultural practices and strengthen land titling) have supported increased production; however, further capacity-building is needed. Machinery and equipment support have yielded direct benefits, increasing the efficiency of farming operations and production, although there have also been questions about their coverage, relevance and effectiveness. Support for animal husbandry and health care have particularly benefited women (including providing them with employment as paraveterinary personnel).

15. Greater access to financial services has been a key achievement of the programme. Banks are enthusiastic about lending to SHGs and federations working with the investment projects due to the good financial discipline developed via strong facilitation and community development (particularly in Nav Tejaswini). Some interventions have also facilitated access to insurance products. There is evidence of capacity development in grassroots member-based organizations and contributions to connecting small-scale producers with markets. In some cases, this has included market or collection centre and road construction; however, these impacts are not documented. In addition, some projects have supported value addition and off-farm employment opportunities. The financial viability and business case for investments have not always been clearly established. More systematic efforts are needed to develop partnerships with the private sector. The projects have pursued convergence to align with government legislation and programmes (such as the Mahatma Gandhi National Rural Employment Guarantee Act), although the value of convergence has varied. In some cases, IFAD support has helped to inform and provide inputs to government programmes and brought line ministries to remote communities. Support to grassroots organizations geared to production and marketing activities has been largely output- and incentive-

driven and has not laid a strong foundation for the development of self-reliant institutions.

16. **Innovation** is rated as moderately satisfactory. Several innovations have been successfully introduced, such as social, institutional, technical and financial products. In particular, social innovations such as the bravery squads (*shaurya dal*) in Tejaswini and other community-level cadres have successfully been replicated and disseminated. However, most of them have been from previously established long-running projects that have had more time to develop.

17. **Efficiency** is rated as moderately unsatisfactory. This CSPE finds that the efficiency issues identified in the previous 2016 CPE are still mostly unresolved. Most projects have encountered challenges related to staffing, procurement and the timely release of funds, leading to implementation delays and in some cases, time overruns. At the country portfolio level, two fully designed projects failed to materialize, and there were significant partial loan cancellations in another two projects. There are also positive aspects. All completed projects were reported to have been economically viable and to have had low or reasonable management costs, high cofinancing through convergence and economic efficiency. However, some caution is needed when drawing conclusions, as the costing approach may have resulted in understated project management expenditure.

18. **Rural poverty impact** is rated as moderately satisfactory. Overall, the interventions supported by IFAD have contributed heavily to social and human capital development and the strengthening of institutions of and for the rural poor. Operating in convergence has not only enhanced the results with project investment but provided opportunities for the projects to influence to some extent how government programmes are planned and implemented. While most projects have reported increased incomes and assets, data on the scale of impact and the projects' contribution are consistently lacking – there have been consistent issues with the methodology in outcome/impact assessments and the quality of the reported data. Projects have contributed to improving dietary diversity with a number of focused interventions, especially among women, children and particularly vulnerable tribal groups (there has been less impact on food security, primarily because it was not particularly problematic in most project areas prior to the intervention).

19. **Gender equality and women's empowerment** is rated as moderately satisfactory. Women's participation has been significant in all projects, and the programme has clearly increased women's opportunities and access to resources. Women's confidence and voice has significantly increased in some projects (especially in Maharashtra and Uttarakhand) and to some extent in others. Some efforts have been made to address women's workload by introducing labour-saving equipment (with mixed success). The underlying premise in the design and delivery of the programme is that increasing women's access to and opportunities for income, financial services and business ventures will raise women's status and help overcome bias. In this regard, it has generally been very successful. A range of mainstreaming measures have been introduced to a varying degree, including the development of gender strategies and action plans, training, quotas and women-focused interventions. Efforts to delve further to understand and address deep-seated systemic structural inequalities within households, communities and market institutions are evident in only one project.

20. **Sustainability** is rated as moderately satisfactory. The sustainability of grassroots institutions has depended largely on continuing support from either the state (for instance, with some states creating institutions to continue providing technical or financial support) or strong apex organizations (such as the SHG federations). In addition, state-run rural livelihood missions are taking over responsibility for SHGs. In some cases, private sector support has also been available – for instance, via

banks. The activities of community-level cadres that provide advisory and technical services seem to be sustainable, as many have been absorbed into government structures. The adequacy of operational and maintenance arrangements for infrastructure or machinery is mixed.

21. **Environment, natural resource management and climate change adaptation** have been important issues in most projects. While the portfolio has generally promoted sustainable farming practices and invested in soil and water conservation activities (11 out of 13 projects supported irrigation development, reflecting the critical role of water), the extent to which various activities were planned in an "integrated" manner is unclear. Insufficient attention has been paid to water use efficiency and a gap has been observed in ensuring adequate monitoring of environmental safeguards. There is a general lack of evidence on changes in the state of natural resources as a result of interventions, except for some qualitative reporting. An important strategy employed by most projects has been crop diversification and sustainable farming practices, along with the introduction of insurance for developing resilience to climate change.

22. **Scaling up** is rated as moderately satisfactory. The scaling up of many practices and policies has been successful, due especially to the active involvement of state government funding (convergence) and extension staff in project activities; furthermore, community-level cadres, trained and facilitated in their work by the projects, are often subsequently hired by the state governments. However, scaling up to different states (with different geographical and socioeconomic contexts) and the central Government level has been less evident. More strategic planning to facilitate scaling up could have achieved greater results and coverage beyond the state level.

23. **Partner performance.** Government counterparts have generally viewed IFAD as a trusted and responsive partner. IFAD has supported the preparation of highly relevant investment projects and provided regular supervision and implementation assistance, although in issues such as procurement and monitoring, it could have strengthened its supervision and implementation activities and engagement with project teams (for instance in the north-east states). Upgrading non-lending activities and strengthening partnerships has been challenging due to a number of factors, including lack of sufficient financial and staffing resources.

24. **Government**. At the central level, the Department of Economic Affairs has been highly collaborative and supportive. At the state government level, the leadership, ownership and sustained support for projects has been mixed. Frequent turnover in project management leadership has adversely affected project implementation. Government performance on issues such as procurement and disbursement has remained weak, due in part to lack of capacity. The government counterpart fund contribution has generally been rated better than other indicators due to convergence.

C. Conclusions

25. **The IFAD country programme has been relevant and well aligned with government policies and priorities.** It has generally maintained a focus on disadvantaged areas (hilly, remote, drought-prone) and disadvantaged groups, notably scheduled tribes, particularly vulnerable tribal groups, scheduled castes and poor rural women. IFAD is recognized as having a specific focus on supporting such disadvantaged areas and groups.

26. **Overall, the country strategy and programme performance has remained relatively strong in IFAD's historical areas of investment**. The areas with visible results have included community development and addressing basic needs with multifaceted interventions; strengthening grassroots institutions (especially with SHGs and their federations); access to finance, including the leveraging of

funds from banks; improving livelihoods; tribal development; and women's increased participation and empowerment. Interventions in these areas have progressed, building on experiences and lessons from previous projects, especially where successive projects have been supported by the same partners. The positive results and achievements have come mostly from older completed projects, while ongoing projects close to completion (approved in 2014, 2015 and 2017) suffered from implementation delays, due in part to the COVID-19 pandemic, which affected their results and sustainability.

27. **Programme strengths, innovations and achievements have not significantly progressed since the 2016 CPE**. For example, progress in connecting small-scale producers with remunerative markets and generating off-farm income opportunities has not been consistent. Projects have supported grassroots organizations (such as federations of SHGs and cooperatives) to better connect them with markets and promote commercialization, but this approach has not always enabled them to continue to operate independently.

28. **The portfolio has generally lacked an integrated approach to natural resource management and climate change adaptation**. The programme has done reasonably well in promoting organic farming, reducing chemical-intensive farming practices or in some cases, promoting soil and water conservation practices (often combined with physical interventions). However, the focus on natural resource management has been more on infrastructure subprojects and natural resource utilization, rather than the sustainable management of natural resources, with attention to broader ecosystems. There have also been some gaps in environmental safeguards, with the risk of adverse environmental impacts.

29. **There have been positive examples of impact on institutions and policies and scaling up, mainly at the state level.** Convergence with government programmes and working with local governance institutions has paved the way for providing inputs to government programmes and institutions, particularly in the portfolio's areas of strength, such as work with SHGs, women and tribal groups.

30. **In contrast, a number of factors have limited the scope for the country programme to inform policy issues and other interventions**. First, project monitoring and evaluation systems have tended to focus on inputs and outputs, with inadequate assessment and analysis of outcomes for adaptive management and drawing lessons. While clear efforts have been made to better document and disseminate information on experiences and stories from the field, sounder data and analysis are required to ensure the quality and utility of knowledge. Second, there has been limited investment in systematically analysing, distilling and packaging knowledge from different projects. Third, with state-based projects, it has understandably proved difficult to build relationships with central line ministries.

31. **The potential for partnerships has not been sufficiently explored.** Recently developed partnerships with international organizations (e.g. the Bill & Melinda Gates Foundation and the German Federal Ministry for Economic Cooperation and Development) are positive. However, not enough progress has been made in partnership-building with research institutions, the private sector or other non-governmental actors as part of wider strategic and programmatic collaboration (e.g. with a shared vision to address critical challenges). While the 2018 COSOP identified public-private-producer partnerships as a potential area of innovation, and a number of projects were expected to promote multi-stakeholder platforms, concerted efforts in this respect have been limited.

32. **The portfolio inefficiency issue raised in the 2016 CPE has not been resolved and continues to affect performance.** At least half of the ongoing projects have experienced serious implementation delays, leading to the risk of missed objectives as well as sustainability concerns. The main causes have

included impediments to staff recruitment and designation/deputation, high staff turnover, procurement delays (largely due to weak capacity) and the late release of government funds.

D. Recommendations

33. **Recommendation 1. The next COSOP should clearly establish IFAD's added value, to be supported by multipronged strategies based on the profiles of target groups, partners' capacities and the types of development challenges to be addressed**. Given the relatively small resource envelope, IFAD-supported interventions should be driven by opportunities for piloting innovative solutions and approaches to address key rural development challenges in the country, taking IFAD's experience in India and elsewhere into consideration. The COSOP should identify potential common threads in the portfolio in terms of development challenges to be addressed and priorities relative to the primary target group and clarify the strategic considerations for the selection of states and engagement with them.

34. **Recommendation 2. Emphasize the promotion of effective monitoring, feeding into knowledge management and innovation to scale up all aspects of the country strategy and programme**. This will include the identification of different types of partners and a greater focus on planning and implementation to ensure that piloted innovations are scaled up. To support this, further investment and technical advice is needed for project-level monitoring and evaluation to focus on robust data collection on results and outcomes. IFAD should support the analysis of experiences and lessons on similar challenges from different projects to improve knowledge management and dissemination at the programme level.

35. **Recommendation 3. Ensure adequate attention, investment and capacities in social capital building to strengthen grassroots organizations**. Good planning, time and effort are needed to develop a shared vision, build social capital for inclusive member-based grassroots organizations (especially producers' organizations) to monitor progress and assess institutional capacities. IFAD should maintain its focus on the inclusion of disadvantaged groups, while recognizing that this will require more time and effort and that the issue of intragroup power relations will require monitoring. Subsidies and grants for productive activities and business development should be considered only after adequate social mobilization and the development of a shared vision by members.

36. **Recommendation 4. Strengthen market and business orientation in interventions designed to increase small-scale producers' access to markets.** Business development support should be based on sound market analysis and financial viability assessment. In addition, the Government and IFAD should explore opportunities to forge partnerships with different types of players in the private sector, depending on areas and commodities (including beyond state-level actors). Where possible, production clustering should be pursued as a means of facilitating connections with markets and private sector actors.

37. **Recommendation 5. Strengthen more integrated care and consideration of environment and natural resources management (ENRM) and climate resilience**. The design and planning of interventions in ENRM and agricultural production activities should be based on more integrated ecosystem approaches rather than sporadic interventions (for example, with physical infrastructure projects). It is important to assess results with traditional soil, forest and water conservation methods, participatory land-use planning and watershed approaches and the use of newer ICT tools (e.g. drones, geodata). More rigorous environmental and social risk assessment processes must be employed in design and planning and be properly monitored. "Do no harm" should be the foundational principle, but interventions should also include a more proactive "do good" focus.

38. **Recommendation 6. Higher prioritization and specific measures to increase efficiency are needed**. IFAD and the Government should conduct a critical review of issues and identify the measures and actions needed to address them. Commitment by the leading government agencies needs to be secured prior to commencement of the design process, while the design work and timing should take political events such as elections into account. Upgrading procurement capacity and performance is critical. The programme should devise a strategy to attract and retain qualified procurement specialists with competitive remuneration packages and ensure adequate ongoing IFAD support.

Contents

Annexes

Currency equivalent, weights and measures

Currency equivalent

Currency unit = Indian Rupee (INR)
1 US$ = 41.29 INR (2007), 64.15 INR (2015) and 82.23 INR (June 2023)

Weights and measures

1 kilometre (km) = 0.62 miles (mi)
1 metre (m) = 1.09 yards (yd)
1 square metre (m2) = 10.76 square feet (ft2)
1 hectare (Ha) = 2.47 acres
1 acre (ac) = 0.405 hectares (ha)
1 kilogram (kg) = 2.204 pounds (lb)
1000 kg = 1 metric tonne (t)

Abbreviations and acronyms

ACP	Agreement at Completion Point
ADB	Asian Development Bank
ADPMP	Andhra Pradesh Drought Mitigation Project (in Andhra Pradesh)
APR	Asia and the Pacific Division (IFAD)
CAIM	Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (in Maharashtra)
CHIRAAG	Chhattisgarh Inclusive Rural and Accelerated Agriculture Growth Project (in Chhattisgarh)
COSOP	country strategic opportunities programme
CSPE	country strategy and programme evaluation
ENRM	environment and natural resource management
FOCUS	Fostering Climate Resilient Upland Farming Systems in the North East (in Mizoram and Nagaland)
GDP	gross domestic product
GEWE	gender equality and women's empowerment
ICAR	Indian Council of Agricultural Research
ICO	IFAD Country Office
IFAD	International Fund for Agricultural Development
ILC	International Land Coalition
ILSP	Integrated Livelihood Support Project (in Uttarakhand)
INR	Indian Rupee
IOE	Independent Office of Evaluation of IFAD
IPAF	Indigenous Peoples Assistance Facility
JTELP	Jharkhand Tribal Empowerment and Livelihoods Project (in Jharkhand)
LAMP	Livelihoods and Access to Markets Project (in Meghalaya)
MAVIM	Mahila Arthik Vikas Mahamandal (State Women's Development Corporation of Government of Maharashtra)
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MPOWER	Mitigating Poverty in Western Rajasthan Project (in Rajasthan)
MTR	mid-term review
M&E	monitoring and evaluation
NABARD	National Bank for Agriculture and Rural Development

NGO	non-governmental organization
NITI Aayog	National Institution for Transforming India
NRLM	National Rural Livelihood Mission
NRM	natural resource management
OECD	Organisation for Economic Co-operation and Development
OLM	Odisha Livelihoods Mission
OPELIP	Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme (in Odisha)
PCR	project completion report
PCRV	project completion report validation
PMU	Project Management Unit
PPE	project performance evaluation
PTSLP	Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu (in Tamil Nadu)
PVTG	particularly vulnerable tribal group
RBI	Reserve Bank of India
REAP	Rural Enterprise Acceleration Project (in Uttarakhand)
SC	scheduled caste
SHG	self-help group
ST	scheduled tribe
SDGs	Sustainable Development Goals

Glossary

Gram panchayat: Village council - a basic governing institutions in villages in India. The members are elected directly by the people.

Gram sabah: Assembly of the people in the village who are eligible voters.

Kayda saathi: Female para-legal workers.

Mitra mandal: Male gender champions who work to induce attitudinal changes, especially within youth groups and men of their community.

***Panchayat Raj*:** A system of rural local self-government in India.

Pashu sakhi: A community-level women cadre providing veterinary and other livestock services.

***Sahyoghin*i**: Female village-level facilitators

Shaurya dal: A 'bravery squad' - a village level committee of women and men aiming to mobilize the communities against issues such as gambling, alcoholism, domestic violence, and land encroachment.

Particularly vulnerable tribal group: Among about 700 scheduled tribes across the country, 75 are recognized as a particularly vulnerable tribal group (previously called "primitive tribal group"). These communities were placed in a special category due to their significant disparities compared to other tribal groups. The identification of such group was based on one or more of the following characteristics: (i) preservation of pre-agricultural practices; (ii) hunting and gathering practices; (iii) decreasing or stagnant population growth; and (iv) relatively low levels of literacy in contrast to other tribal groups. (Source: Tribal and Scheduled Caste Development Department, Government of Chhattisgarh and United Nations Development Programme. Undated. Process of recognizing the habitat rights of particularly vulnerable tribal groups under the Forest Rights Act 2006)

Republic of India
Country strategy and programme evaluation

I. Background

A. Introduction

1. In line with the International Fund for Agricultural Development (IFAD) Revised Evaluation Policy[1] and the results-based programme of work and budget of the Independent Office of Evaluation of IFAD (IOE) for 2023 approved by the IFAD Executive Board at its 137th session in December 2022[2], IOE has undertaken a country strategy and programme evaluation (CSPE) in the Republic of India. This CSPE is the third country programme evaluation (CPE) conducted in India, and it covers the period 2016-2022, including 13 projects with IFAD financing of US$737 million. Previous evaluations were performed in 2009 and in 2015-2016, with the latter (referred to as the 2016 CPE) covering the period 2010-2015.

2. India is member state of IFAD since 1977 and the partnership between IFAD and the Government of India spans over 45 years. India is not only the largest recipient of IFAD's investments (US$1.22 billion towards a total portfolio cost of US$3.87 billion for 32 projects), but also a significant contributor in terms of financial contribution to replenishment of IFAD resources.

Table 1

Snapshot of IFAD operations in India since 1979	
Number of approved loans	32 [13 in the CSPE scope]
First IFAD-funded project	1979
Total amount of IFAD funding	US$1.22 billion [US$737 million in the CSPE scope]
Government contribution to investment projects	US$863 million [US$497 million in the CSPE scope]
Beneficiary and other domestic contributions	US$1.33 billion [US$1.12 billion in the CSPE scope]
International co-financing	US$447 million [US$100 million in the CSPE scope]
Total portfolio cost	US$3.87 billion [US$2.46 billion in the CSPE scope]
Country strategic opportunities programme (COSOP)	Current 2018-2024; previously prepared in 2011, 2005, 2001
Country office	Country presence since 2001. At present a multi-country office.
Country Directors (since 2016)	Ulac Han Demirag (since 03/21); Rasha Omar (01/16-02/21)
Main government partners	Department of Economic Affairs of the Ministry of Finance is the main counterpart at the central level. For most projects, implementation responsibility is with state-level agencies.

B. Objectives, methodology and process

3. **Objectives.** The main objectives of the CSPE are to: (i) assess the results and performance of the IFAD strategy in the period between 2016 and 2022; and (ii) generate findings and recommendations for the future partnership between IFAD and the Government of India for enhanced development effectiveness and rural poverty eradication.

4. **Scope.** The investment portfolio covered in this CSPE comprises 13 projects under implementation between 2016 and 2022[3] (table 2), with a total project cost of

[1] https://ioe.ifad.org/documents/38714182/44701795/Evaluation+Policy+2021.pdf/a8e814af-03c9-f497-21c1-d3c318749a11
[2] EB2022/137/R.3 https://webapps.ifad.org/members/eb/137/docs/EB-2022-137-R-3.pdf
[3] Out of 15 projects whose implementation period overlaps with the CSPE period (2016-2022), the CSPE did not directly cover: the North Eastern Region Community Resource Management Project for Upland Areas (NERCORMP) implemented between 1999 and 2016 (September); and the Orissa Tribal Empowerment and Livelihoods Programme (OTELP) implemented between 2003 and 2016 (March). These projects had an exceptionally long duration (17 and 13 years respectively), the overlap of their implementation with the CSPE period is marginal and they were both fully covered

US$2.46 billion and IFAD financing of US$737 million.[4] These 13 projects can be grouped as follows: (i) seven completed projects; (ii) three projects which passed the mid-term point; and (iii) three relatively new projects which started after 2021. The evaluation also covered non-lending activities (knowledge management, partnership building, policy engagement and grant-funded activities) and the country strategy, with the main reference to the 2018 country strategic opportunities programme (2018 COSOP).

Table 2
Investment projects covered by this CSPE

Project Name	Implementation period	State coverage	Availability of secondary data	Evaluation criteria
Tejaswini Rural Women's Empowerment Programme (Tejaswini)	2007-2018 (completed)	Maharashtra, Madhya Pradesh	PPE (2020), project data	All criteria
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu (PTSLP)	2007-2020 (completed)	Tamil Nadu	PPE (2022), impact assessment, project data	All criteria
Mitigating Poverty in Western Rajasthan Project (MPOWER)	2008-2017 (completed)	Rajasthan	PCRV (2019), project data	All criteria
Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme (CAIM)	2009-2018 (completed)	Maharashtra	PCRV (2020), project data	All criteria
Integrated Livelihood Support Project (ILSP)	2012-2021 (completed)	Uttarakhand	PCRV (2022), project data	All criteria
Jharkhand Tribal Empowerment and Livelihoods Project (JTELP)	2013-2021 (completed)	Jharkhand	PCRV (2023), project data	All criteria
Livelihoods and Access to Markets Project (LAMP)	2014-2024 (ongoing)	Meghalaya	SV/IS, MTR, project data	All criteria
Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme (OPELIP)	2016-2024 (ongoing)	Odisha	SV/IS, MTR, project data	All criteria
Andhra Pradesh Drought Mitigation Project (APDMP)	2017-2021 (completed, partial cancellation)	Andhra Pradesh	PCRV (2022), project data	All criteria
Fostering Climate Resilient Upland Farming Systems in the North East (FOCUS)	2018-2024 (ongoing)	Mizoram, Nagaland	SV, MTR, project data	All criteria
Maharashtra Rural Women's Enterprise Development Project (Nav Tejaswini)	2021-2027 (ongoing)	Maharashtra	Design, SV/IS	Relevance
Chhattisgarh Inclusive Rural & Accelerated Agriculture Growth Project (CHIRAAG)	2021-2027 (ongoing)	Chhattisgarh	Design, SV/IS	Relevance
Rural Enterprise Acceleration Project (REAP)	2022-2029 (ongoing)	Uttarakhand	Design, IS	Relevance

Source: MTR: mid-term review; PCR: project completion report; PCRV: project completion report validation (prepared by IOE); PPE: project performance evaluation (conducted by IOE); SV/IS: supervision mission and/or implementation support mission reports.

5. **Methodology.** The evaluation followed the IFAD evaluation manual (2022), and the approach paper prepared for this CSPE provided further guidance. As per the evaluation manual, the CSPE provides an assessment of IFAD's investment portfolio and non-lending activities, as well as the performance of partners. The CSPE adopts the following evaluation criteria: relevance; coherence (encompassing non-lending activities); effectiveness (including innovation); efficiency; impact; gender equality and women's empowerment, GEWE; and sustainability (which also includes scaling up, and environment and natural resource management (ENRM)

in the 2010 and 2016 country programme evaluations (CPEs). OTELP has been followed by OPELIP, which is included in this CSPE.

[4] The latest three loans (US$223 million, approved after 2020) were on ordinary terms. Four loans approved between 2014 and 2017 were on blend terms (US$205 million), and 6 loans approved before 2013 were on highly concessional terms (US$309 million)

and climate change adaptation) (see also annex I). The performance for each criterion is rated on a scale of 1 (lowest) to 6 (highest).[5]

6. The evaluation applied a theory-based approach to establish plausible causal relationships between supported interventions and evidence on results. A theory of change was developed based on the COSOP (2018) and projects as contained in the CSPE approach paper, which helped unpack impact pathways and assumptions (see annex IV).[6] Triangulating the data and evidence from different sources, the evaluation validated the reported results and impact, by assessing the extent to which intended results chains were corroborated and examining broader contextual issues and potential alternative factors. The evaluation focused on understanding the plausibility and the extent of contribution by the country programme rather than attribution. Based on the desk review, the approach paper laid out the following main topics for CSPE's focus: (i) community mobilization for financial inclusion and social empowerment; (ii) sustainable agriculture, natural resource management (NRM) and climate change adaptation; (iii) access to markets; (iv) gender equality and women's empowerment; (v) disadvantaged groups (including scheduled tribes, scheduled castes); and (vi) efficiency at project and county programme level.

7. The CSPE involved an extensive desk review of project and country programme-related documentation, project monitoring and evaluation (M&E) data, impact assessment, IOE and other evaluations, self-assessments by the project teams, interviews in person and online, focus group discussions and field visits. In addition, the evaluation team conducted geospatial analysis on ILSP's watershed management activities. The team explored the possibility of using geo-spatial analysis also in relation to other projects (e.g. irrigation schemes, afforestation), but the required data were not available and/or interventions were relatively recent.

8. **Process.** IOE finalized the CSPE approach paper in April 2023. Virtual meetings with stakeholders started in March 2023, mainly with key counterpart government officials, project teams, IFAD staff and consultants and international development partners. The evaluation mission took place between 15 May and 6 June 2023, including the field visits in the following six states (19 districts in total) with IFAD-funded projects: Jharkhand (Ranchi, Saraikela Kharsawan, Lohardaga), Maharashtra (Mumbai, Amaravati, Kolhapur, Sangli and Yavatmal), Meghalaya (East Jaintia Hills, East Khasi Hills), Mizoram (Aizawl, Mamit, Serchhip), Odisha (Bhubaneswar, Rayagada) and Uttarakhand (Almora, Dehradun, Nainital). In the project states and areas, the evaluation team had interviews and discussions with representatives of the state governments and lead project agencies, field-level staff, non-governmental organizations (NGOs) engaged for project implementation at field level (called "facilitating NGOs"), service providers, beneficiaries and their groups, as well as visited various intervention sites for direct observations (e.g. irrigation and other infrastructure sites, farms, equipment, data and records kept by groups).

9. At the end of the mission, the evaluation team presented preliminary observations at a hybrid wrap-up meeting on 6 June 2023 in Delhi with the virtual participation of project teams from different states and the physical participation of national-level government representatives and IFAD country team. Following the mission, the evaluation team continued with additional meetings and analysis of primary and secondary data obtained (including geo-spatial analysis) while preparing a draft report. After an internal review within IOE, the draft report was shared with

[5] The standard rating scale adopted by IOE is 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = moderately unsatisfactory; 4 = moderately satisfactory; 5 = satisfactory; 6 = highly satisfactory.
[6] The theory of change includes the strategic objective of the COSOP (2018-2024), and outcomes are grouped under three areas – remunerative, sustainable and resilient systems. However, in practice it was found there are considerable overlaps, particularly between 'sustainable' and resilient', making assessment complex.

IFAD's Asia and the Pacific Division and the Government for review. The comments have been taken into account in the final report.

10. **Limitations.** Given the large size of the programme (both geographically, and the number of projects, working with separate state governments), it was not feasible to visit all projects and states for in-depth review. Some sort of impact assessments existed for all completed or mature projects, but a closer review of some of these studies raised some questions on the reliability of data and findings (e.g. sampling approach, lack of baseline or control group – see also annex V). While geographic information system data were available in many projects it proved very difficult to access them in a useable form and to link them with outcomes (ILSP was an exception). In addition, as in most country level evaluations, the multitude of factors that affected communities reached by IFAD-financed interventions, and likely overlapping with government schemes, mean that attribution of results is a challenge in many cases.

11. To address the issue to the extent possible, the data from different sources (data from external sources, interviews and discussions with stakeholders, direct observations and field data) were triangulated to examine the plausibility of intended results/impact pathways and contributions, and key assumptions involved. For completed projects, IOE assessment had already been conducted (PCRVs and PPEs) and these were complemented and updated by desk reviews, interviews and field visits (except for some states). The states with ongoing projects and/or with multiple projects before or during the CSPE period were prioritized particularly for field visits which served to provide a broad understanding on IFAD's historical engagement and contribution to policy issues, convergence and scaling up from a strategic viewpoint.

Key points

- This is the third country evaluation in India. The previous evaluations were conducted in 2009 and in 2015-2016, with the latter covering the period 2010-2015. Consequently, this CSPE covered the period 2016-2022, including 13 investment projects, of which seven completed.
- The investment portfolio covered in this CSPE has a total project cost of US$2.46 billion and IFAD financing of US$737 million.
- A theory-based approach was adopted in this evaluation and qualitative and quantitative data collected from various sources through a mixed-methods.
- The large size of the programme posed a challenge regarding the extent of depth for project-level assessment and the field visit coverage. The mixed quality of data (especially at outcome and impact level) was also an important limitation. These limitations were addressed by triangulating data from various sources. The evaluation focuses on understanding the plausibility and the extent of contribution by the IFAD-supported programme to the reported results rather than attribution.

II. Country context and IFAD's strategy and operations

A. Country context

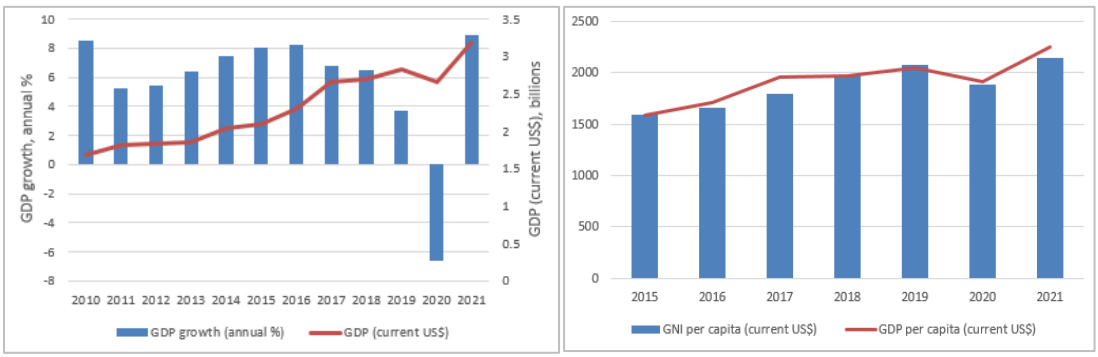
Economic and social development

12. **Geography and demography.** India is the seventh largest country in the world and its geography is extremely diverse, including mountains, hills, plateaus, river valleys, plains and deserts. It was estimated to have become the most populous nation in 2023 with 1.426 billion people (UN, 2023), and has a rich religious and cultural diversity. Its fertility rate has declined from about 3.6 to 2.0 children in the last three decades, but it is estimated that the population will only peak in 2064 (UN, 2017). Sixty-five per cent of the population is rural. The Hindus (79.8 per cent) and Muslims (14.2 per cent) are the two largest religious groups in the country (Census of India 2011).

13. **Governance and administration.** India is "a Sovereign Socialist Secular Democratic Republic with a parliamentary system of government".[7] It is a Union of States with 28 states and eight union territories. All states and three union territories have elected legislatures and governments, while the remaining five union territories are directly ruled by the central level through appointed administrators. Since the 1990s, constitutional amendments have been made to gradually devolve powers and functions to local governments – referred to as *Panchayat Raj* Institutions, as part of a decentralised system of local self-government in India.

14. **Economy.** India ranks as the third-largest global economy in terms of its gross domestic product (GDP) based on purchasing power parity. The service sector contributes about 50 per cent to GDP. Its annual GDP growth slowed down from an average of 7.1 per cent in 2012-16 to 5.7 per cent in 2017-19. In 2020 the COVID-19 pandemic led India's economy into a contraction of 6.6 per cent (Figure 1). As of 2021, per capita gross national income was US$2,150, placing India in the category of lower-middle income countries under World Bank classification (Figure 2).

Figures 1-2
GDP annual growth (%), GDP (current US$) and GDP per capita (current US$)



Source: World Bank

15. **Human development.** India's 2021 Human Development Index score of 0.633 (lower than previous value of 0.642) places the country into the medium human development category along with other countries in the region such as Bhutan and Bangladesh. There is also a gender difference in reported values (0.668 for men and 0.567 for women). In 2021, India ranked 132nd out of 191 countries, which is lower than the previous rank of 130 in 2020 (UNDP 2022).

16. **Poverty.** India made a substantial progress in poverty reduction, with around 415 million people exiting poverty between 2005-06 and 2019-21. The incidence of

[7] National portal of India, Government of India. https://www.india.gov.in/my-government/constitution-india

poverty based on multidimensional poverty index fell from 55.1 per cent in 2005-06 to 27.7 per cent in 2015-16, and further to 16.4 percent (including 4.2 per cent in severe poverty[8]) in 2019-21 (Table 3). However, 18.7 per cent of the population remain vulnerable[9] to falling into poverty. The poverty rate in rural areas was estimated at 21.2 percent, while 5.5 percent was reported for urban areas. Poverty is more prevalent among female-headed households than among male-headed households (19.7 per cent compared to 15.9 per cent) (UNDP & OPHDI 2022).

Table 3

Multidimensional poverty index (MPI) value, poverty headcount and deprivation intensity

Survey year	MPI value	Poverty headcount (%)	Poverty headcount (million)	Intensity of deprivation (%)
2005/2006	0.283	55.1	645.7	51.3
2015/2016	0.122	27.7	370.5	44
2019/2021	0.069	16.4	230.7	42

Source: United Nations Development Programme and Oxford Poverty and Human Development Initiative. 2022

17. While the causes of marginalization and challenges are different, scheduled tribes (STs) and scheduled castes (SCs) are over-represented among the poor. Seventy-one per cent of the scheduled tribe households (8.6 per cent of the total population) and 49 per cent of the scheduled caste households (16.6 per cent of the total population) belong to the two lowest wealth quintiles (IIPS & ICF 2022). According to 2012 data, seven low-income states[10] accounted for 45 per cent of India's population and nearly 62 per cent of its poor.[11]

18. **Gender.** Gender inequality is a significant issue as reflected in India's ranking of 135th out of 146 countries in global gender gap score (World Economic Forum 2022). The lowest scores are noted in two of the four dimensions assessed in the global gender gap index, namely, Economic Participation and Opportunity (143rd) and Health and Survival (146th).[12] Gender discrimination in issues such as education and employment, access to resources (such as land, livestock, etc.), child marriage, gender-based violence and lack of sanitation are the examples of challenges faced by women in India, affecting their ability to live empowered lives.

19. Labour Force Participation Rate for female population in rural areas (24.7 per cent) is notably higher than in urban areas (18.5 per cent). Over 75 per cent of rural women are engaged in the agriculture sector. In rural areas, the highest gender gap[13] in literacy rate was observed in Rajasthan (25 percentage points) followed by Uttar Pradesh (20.1 percentage points) and Bihar (19.9 percentage points) (National Statistical Office 2021).

20. **Youth** (15-29 year olds)[14] comprise more than one fourth of the India's population. Unemployment is one of the pressing issues facing Indian youth, with higher rates observed in urban areas (18.5 per cent) compared to rural areas (10.7 per cent) (National Statistical Office 2022).

21. **Nutrition.** Nutritional insecurity has been a significant issue facing India. More than 70 per cent of the Indian population could not afford a healthy diet in 2020 (FAO et al. 2022). More than 37 per cent of the population were reported to be

[8] Deprivation score higher than 33 per cent is classified as poor. Among them, those with the deprivation score higher than 50 per cent is considered to be in severe poverty.
[9] Deprivation score ranges from 20 per cent to 33 percent.
[10] Chhattisgarh, Madhya Pradesh, Uttar Pradesh, Odisha, Jharkhand, Rajasthan and Bihar (according to 2012 data)
[11] https://www.worldbank.org/en/news/feature/2019/11/22/schemes-to-systems-rebalancing-social-protection-india
[12] Other two dimensions are Educational Attainment (107th) and Political Empowerment (48th).
[13] Difference between male and female literacy rates.
[14] Definition of youth as per National Youth Policy 2014.

deprived in the nutrition parameter[15] of the multidimensional poverty assessment. According to the World Health Organization, the prevalence of stunting among children under the age of five was 31 per cent in 2020. The national data (National Family Health Survey. NFHS-5) reported a stunting rate at 36 per cent in 2019-21 and highlighted that stunting is more common among children in rural areas (37 per cent) than urban areas (30 per cent).

22. **Climate risk.** Average temperature in India has increased by around 0.7°C during 1901–2018 and it is projected to rise further by approximately 4.7-5.5°C until the end of the twenty-first century. In addition, India has witnessed a decrease in monsoon precipitation, a rise in extreme rainfall events, droughts, an increase in the intensity of cyclones, alongside other changes in the monsoon system (Ministry of Earth Sciences 2020). Small and marginal farmers have been found to be more susceptible to the effects of climate change (Praveen & Sharma 2020).

Agricultural sector and rural development

23. **Agriculture sector overview.** Agriculture sector's share of GDP has stayed at around 17 per cent over the decade, with the latest reported figures of 18.2 per cent for 2020 and 16.8 per cent for 2021 (World Bank databank). The sector constitutes a major source of employment for almost half of India's working population (NITI Aayog 2022). India today is not only self-sufficient, but is also a net exporter of
agri-products such as cereals (wheat and rice), pulses, fruits, vegetables, milk, meat and marine fish. However, the country faces deficit of pulses and oilseeds, and despite the increased availability of fruits, vegetables, milk, meat and fish, affordability of these products to a considerable proportion of the population, including farmers, remains questionable. Land degradation, soil erosion, water scarcity, climatic uncertainties and low productivity are the main challenges facing the sector.

24. The livestock sub-sector contributes about 30 per cent of the agricultural gross value added (NABARD 2022b). Milk accounts for 66 per cent of the total value of the livestock outputs, followed by meat (22 per cent, e.g. poultry, buffaloes, goats) and eggs (3 per cent). The utility of different livestock species, the level of livestock production, and the consumption pattern of animal-source foods are influenced by a host of factors, such as agro-ecological, economic, socio-cultural, religious, as well as policy and regulatory frameworks (NABARD 2022b). In general, with the average operational land holding size declining gradually, livestock has been emerging as an important source of livelihoods for not only the small and marginal farmers, but also the landless labourers (RBI 2022).

25. **Land tenure.** Eighty-five per cent of rural households have marginal and small landholdings,[16] which account for 59 per cent of the areas. The average size of landholdings per household declined from 0.73 hectare in 2003 to 0.59 hectare in 2013 and further to 0.51 hectare in 2019 (National Statistical Office 2021b; see annex V). The fragmented nature of landholdings results in diseconomies of scale and complicates land and irrigation management for farmers (NITI Aayog 2017). This indicates the need for increased focus on the development of high-value agriculture and diversifying into non-farm sources of income such as wages, business and trade (NABARD 2022a). Consolidation of landholdings through land market reforms is also needed to improve farm productivity (Reserve Bank of India 2022).

[15] A household is considered deprived if any child between 0 to 59 months old, or woman between 15 to 49 years old, or man between 15 to 54 years old for whom nutritional information is available is found to be undernourished.
[16] Including both agricultural and non-agricultural households. Five categories of landholding (in hectares) are as follows: Landless (≤0.002), Marginal (0.002-1), Small (1-2), Semi-medium (2-4), Medium (4-10) and Large (>10). (National Statistical Office. 2021b)

26. Land tenure governance ownership in India is complex in terms of both legislation and organizational structure. The rural land market is inefficient due to factors like poor land records, tenancy restrictions, and land ceiling laws which hide ownership status and limit transactions (OECD & ICRIER 2018).

27. **Rainfed and irrigated farming.** Indian agriculture is highly vulnerable to the risks associated with climate change; especially to drought because of its reliance on rainfed farming (Ministry of Science & Technology 2016). Although there has been a notable reduction in the share of rainfed farming over time,[17] India's rainfed agriculture system still accounts for more than half of total cultivated area. The estimates of rainfed areas vary significantly across the states. There are few states which have significantly higher rainfed area as percentage of their net cropped area[18] (Maharashtra, Karnataka, Andhra Pradesh, Gujarat, Rajasthan and Bihar), and which suffer from the consequences of droughts the most (NABARD 2022a).

28. The coverage of irrigation increased substantially - from around 17 per cent of net sown area at the time of independence to around 50 per cent in 2017-18. However, irrigation development in the country is skewed towards certain systems of irrigation, states, and crops. This is evident in the increased use of tube wells, which now makes up almost half of the total net irrigated area (Reserve Bank of India 2022). This has led to increased pressure on energy consumption for extraction, severe depletion of groundwater reserves and related issues such as increased soil salinity.[19] The rate of extraction of ground water is significant in the states of Delhi, Haryana, Punjab and Rajasthan (Ministry of Finance 2022), with the above-mentioned implications on the environment.

29. **Land degradation.** According to the Desertification and Land Degradation Atlas of India, by 2018-19 almost 30 per cent of the area of India has been affected with various processes of land degradation. The most significant process of desertification/land degradation in the country is water erosion, followed by vegetation degradation and wind erosion. The cost of land degradation is estimated at 2.5 percent of India's GDP (Energy and Resources Institute 2018). Jharkhand, Rajasthan, Delhi, Gujarat and Goa are the states with more than half of area under land degradation (Space Applications Centre 2021). The deteriorating quality of soil and water is seriously challenging agriculture sector's long-term prospects.

30. **Post-harvest and marketing.** The post-harvest supply chain of agriculture products is characterized by high levels of wastage, which contributes to the high food price inflation. Waste occurs throughout the value chain and is caused by various factors such as crop damage, inadequate packaging, inadequate cold chain infrastructures, a lack of storage and processing facilities. As a result, the farmers only receive a small share of the final price paid by the consumers. The central government recommended gradual changes to marketing regulations under the Agricultural Produce Market Committee Acts in 2003, 2007, and 2017 in response to challenges such as fragmented markets, poor physical marketing infrastructure, low compensation for farmers, and high costs associated with intermediaries. However, implementation of agricultural marketing reforms remains highly differentiated across India's states (OECD 2021).

31. **Agricultural subsidies.** Major policies enable farmers to obtain inputs such as fertilizers, electricity, water and seeds at reduced prices through subsidies. However, some of these policy interventions have also had negative effects. For example, subsidization or free provision of electricity for irrigation by some states led to excessive water usage including selection of water-intensive crops in low

[17] Fifty-five per cent in 2010-11 in comparison to 77 per cent reported in 1972-73. However, the pace of reduction has slowed down during the last two decades.
[18] Assam and Odisha are the most rainfall dependent states, but they come under "assured rainfall zone".
[19] India is home to 16 per cent of the world's population, but only holds 4 per cent of the world's freshwater resources. The Central Groundwater Board of India estimates that about 17 per cent of groundwater blocks are overexploited, while 5 per cent and 14 per cent, respectively, are at critical and semi-critical stages. (Shiferaw 2021)

rainfall areas, implementation of water-intensive practises and off-season cultivation (NABARD 2022a).

32. **Microfinance.** Initially inspired by the Grameen model in Bangladesh, self-help groups (SHGs)[20] emerged as an important channel for delivery of microfinance services to the poor, with the support for the Self-Help Group Bank Linkage Programme in 1990s through the National Bank for Agriculture and Rural Development (NABARD). NABARD reported that in 2021/22 this programme had reached 142 million households in 11.9 million SHGs (NABARD 2022c). Over the last decades, the channels for microfinance service delivery have diversified, now with over 100 regulated actors, including banks, small finance banks, and non-banking financial companies (including a specific category of microfinance institutions).[21] Most of them, except for non-profit microfinance institutions, are regulated by the Reserve Bank of India (NABARD 2022c).

33. According to the Global Findex data (World Bank),[22] financial inclusion progress advanced rapidly in India in the past decade, including an increase of bank account ownership among adults (aged 15 and over) from 53 per cent in 2014 to 78 per cent in 2021 (largely due to the Government programme), with a notable increase among women (from 43 to 78 per cent). However, 22 per cent of the adult population still remains excluded from the financial system because of a range of barriers such as distance, high transaction and time costs, insufficient funds, lack of trust, lack of proper documentation and religious reasons.

Key government policies and strategies

34. Starting from 1951, India's development efforts were guided by its five-year plans under the aegis of the Planning Commission up to **the 12th five year plan** covering the period 2012-17. After the election of a new government led by the Prime Minister Narendra Modi in 2014, the Planning Commission was replaced by a think tank NITI Aayog (National Institution for Transforming India). On the advice of the Honourable Prime Minister's Office, NITI Aayog prepared **Fifteen Year Vision, Seven Year Strategy and Three Year Action Agenda** documents. The three-year action agenda published in 2017 set the goal of doubling farmers' income by 2022-23 over that in 2015-16. The action agenda contains numerous measures aimed to raise agricultural productivity and bring remunerative prices to farmers, such as, promotion of balanced use of inputs, introduction of new technologies, shifting from low to high value commodities and improving access to irrigation (NITI Aayog 2017).

35. In **the Strategy for New India @ 75** (2018), key objectives in agriculture include: converting farmers to 'agripreneurs' by providing small and marginal farmers opportunity to capture a higher share of value addition, modernizing agricultural technology, promoting crop diversification, creating enabling policy environment, encouraging the participation of the private sector, providing diversified employment opportunities for farmers and transforming the rural economy through the development of modern rural infrastructure and integrated value chain system.

36. The **National Food Security Act** (2013) provides legal entitlements to 67 per cent of the population (75 per cent in rural areas and 50 per cent in urban areas) to receive highly subsidized food grains. With further attention to nutrition, the **National Nutrition Strategy** (2017) aims to contribute to more inclusive growth through interventions aimed at prevention of undernourishment in children and reduction in the anaemia prevalence among young children, adolescent girls and

[20] SHGs are informal associations of people who choose to come together to find ways to improve their conditions. The origin of self-help groups in India can be traced back to the establishment of the Self-Employed Women's Association in 1970s.
[21] Microfinance Institutions Network website. https://mfinindia.org/microfinance/industryOverview
[22] https://www.worldbank.org/en/publication/globalfindex

women in the reproductive age group. **POSHAN Abhiyaan**[23] (2018) is a flagship programme aimed at improving nutritional status of children aged 0-6 years.

37. The Government of India and the state governments support about 1,400 welfare and development schemes (at central level and by the state governments) covering various areas ranging from agriculture, industries, health, infrastructure to education. There are centrally sponsored schemes that target the poor, SCs, STs and women, implemented through the central ministries responsible for rural development, agriculture and allied activities. For example, the employment guarantee scheme under the **Mahatma Gandhi Rural Employment Guarantee Act (MGNREGA)** covers the whole country except for districts with a hundred per cent of urban population.[24] The **National Rural Livelihoods Mission (NRLM)** aims at creating "efficient and effective institutional platforms of the rural poor, enabling them to increase household income through sustainable livelihood enhancements and improved access to financial services". The **Public Distribution System** distributes food grain rations to a significant number of households. The **direct benefits transfer** which started in 2013 (currently covering 313 schemes under 53 ministries) reached 735 million beneficiaries with cash transfers (approximately US$48 billion) and over 1 billion with in-kind transfers (seeds, fertilizer, food rations and others, approximately US$61 billion) in 2021-22.[25] The direct benefits transfer scheme was launched with the aim to transfer benefits and payments directly to beneficiaries' bank accounts to reduce leakages, and it has been expanding. These benefits have provided a safety net to a large proportion of the total population; however, they also risk dependency and market distortions. See also annex V for a list of main schemes relevant to agricultural/rural sectors and the IFAD programme.

38. Under the umbrella of the National Action Plan on Climate Change developed in 2008, the **National Mission for Sustainable Agriculture** was launched in 2010. The objectives of the mission include making agriculture more productive, sustainable, remunerative and climate resilient by promoting location specific integrated/composite farming, adopting comprehensive soil health management practices, efficient water management, improving productivity of rainfed farming by mainstreaming rainfed technologies (Ministry of Agriculture & Farmers Welfare 2021). The Government is promoting organic and natural farming. Under the National Mission for Sustainable Agriculture, Paramparagat Krishi Vikas Yojona is a scheme that encourages farmers to adopt traditional and organic farming.

B. IFAD's strategy and operations for the CSPE period

39. **Country strategy.** The current Country Strategic Opportunities Programme (COSOP) was prepared in 2018 following a two-year-long engagement with the Government of India and other stakeholders, taking into consideration the findings and recommendations of the 2016 CPE. The overarching goal of the 2018 COSOP is to maximize IFAD's contribution to the Government strategy for doubling farmers' income by 2022, and the single strategic objective is "smallholder food and agricultural production systems are remunerative, sustainable and resilient". Investment projects were envisaged to be "simpler, larger and shorter in duration". See table below for key features of the 2018 COSOP and the previous 2011 COSOP.

[23] It was renamed from India's National Nutrition Mission.
[24] In 2021 around 65 million households have been provided employment. Women have constituted 54 per cent of the total person-days generated, while the share of SC/ST households was 38 per cent.
[25] Direct Benefit Transfer official website (dbtbharat.gov.in)

Table 4
Main features of 2011 and 2018 COSOPs

	2011 COSOP	*2018 COSOP*
Strategic objectives and related outcomes	Strategic objective 1: increased access to agricultural technologies and natural resources; Strategic objective 2: increased access to financial services and value chains.	Strategic objective: Smallholder food and agricultural production systems are remunerative, sustainable and resilient.
Geographic priority	Rain-fed areas of the following states (where IFAD already has operations): Jharkhand, Chhattisgarh, Orissa, Bihar, Madhya Pradesh, Uttar Pradesh and Rajasthan. Andhra Pradesh recent state.	Disadvantaged areas, states with predominantly rainfed agriculture. The north-east region and eastern states will be prioritized.
Main target groups	Poorest, most marginalized and remotest poor rural people in rainfed areas: (i) tribal communities; (ii) smallholder farmers; (iii) landless people; (iv) women; and (v) unemployed youth)	Poor and marginal smallholders and the rural landless. Many of these will be drawn from scheduled tribes, scheduled castes and other vulnerable groups.

Source: IFAD. 2011 and 2018 COSOPs for India

40. The areas of the 2016 CPE recommendations were as follows:

- Continue prioritizing disadvantaged areas and groups but explore differentiated approaches – including in terms of component-mix and level of specialization in different agro-ecological and socio-economic contexts;
- Agricultural development components to have greater focus on technical solutions for rainfed agriculture, research and smallholder commercialization;
- Complementary interventions in non-agricultural activities - to absorb rural youth as well as to develop processing and value addition in agricultural commodity supply chains;
- Improvement of portfolio implementation efficiency; and
- Strengthening of partnerships, capacity and resources for non-lending activities.

41. **Investment portfolio.** Out of 32 projects approved so far, 15 projects were under implementation – fully or partially/marginally – during 2016-2022, including two exceptionally long duration projects (17 years and 13 years) that completed in 2016. Since 2016, five projects have been approved with IFAD financing of US$307 million and currently six projects are ongoing. The projects have mainly centred on developing community-based institutions and groups, supporting access to finance, improving livelihoods, agriculture, livelihoods and natural resource management, with an increasing focus on strengthening value chains and market access. The majority of the projects cover only one state each, but some covered more than one state (including one ongoing project, FOCUS in two states).

42. IFAD's indicative resource envelope for India since 2016 has been as follows: (i) 2016-2018: US$152.05 million; (ii) 2019-2021 US$166.25 million; and (iii) 2022-2024 US$167.73 million.[26] India receives the largest allocation among all recipient member states of IFAD. However, the amount is quite small in the face of official development aid India receives (US$1.8 billion in 2020) and India's development cooperation in other countries (US$625 million in FY2021-22).

43. **Grants.** A desk review identified 20 grants funded by IFAD (approximately US$20 million in total) covering multiple countries including India and with effectiveness dates after 2016 (see annex III). Eight of them cover more than 10 countries - including four for the International Land Coalition hosted at IFAD[27] covering more than 20 countries (the grants to finance their operations in multiple countries), and other four covering 7-8 countries. This indicates that for the majority of these

[26] The allocation for 2022-24, included US$142.73 million PBAS and USD 25 million BRAM (Borrowed Resources Access Mechanism) resources thus totalling to 167.73 million, comparable to the allocation for 2019-21

[27] The International Land Coalition is "a global alliance of civil society and intergovernmental organizations working together to put people at the centre of land governance." It has over 300 members. (https://www.landcoalition.org/en/about-ilc/) _

multi-country grants, inputs/outputs specific to India would be difficult to trace. The areas covered by these grants include value chain development, climate-smart agriculture, strengthening of farmer organizations, nutrition and land-related issues.

44. In addition to IFAD regular grants, there were also other grants – all only for India - relating the activities of the International Land Coalition, including those provided to its member organizations in the country.[28] Furthermore, since 2016, under the Indigenous Peoples Assistance Facility, two sub-grants with a total amount of around US$68,000 were granted to organizations in India.

45. **Country programme management and main partners**. IFAD opened its country office in New Delhi in 2001 (in the WFP premises – and then it moved out to the United Nations premises in 2018). The India office of IFAD became a South Asia hub in 2018 (or what is now called a "multi-country office" or MCO) which covered, besides India, Bangladesh, Bhutan, the Maldives, Nepal, and Sri Lanka. Bangladesh is now managed from Dhaka, and Nepal and Bhutan are managed from Kathmandu; Sri Lanka and the Maldives are still managed from the MCO in Delhi. Main implementing partners have been the state governments and the Department of Economic Affairs, Ministry of Finance.

Key points

- The agricultural sector in India constitutes a major source of employment for almost half of India's working population. Indian agriculture is highly vulnerable to the risks associated with climate change; especially to drought because of its reliance on rainfed farming.
- India made substantial progress in poverty reduction, with around 415 million people exiting poverty between 2005-06 and 2019-21. While the causes of marginalization and challenges are different, scheduled tribes and scheduled castes are over-represented among the poor.
- Eighty-five per cent of rural households have marginal and small landholdings. Land tenure governance ownership in India is complex in terms of both legislation and organizational structure.
- SHGs emerged as an important channel for delivery of microfinance services to the poor, also with support for bank linkages. Apart from microfinance service delivery through SHGs and other groups, over the last decades, the channels for microfinance service delivery have diversified.
- In the Strategy for New India @ 75 (2018), key objectives in agriculture include: converting farmers to 'agripreneurs' by providing small and marginal farmers opportunity to capture a higher share of value addition, modernizing agricultural technology, promoting crop diversification, creating enabling policy environment, encouraging the participation of the private sector, providing diversified employment opportunities for farmers and transforming the rural economy through the development of modern rural infrastructure and integrated value chain system.
- The current COSOP was prepared in 2018 and its overarching goal is to maximize IFAD's contribution to the Government strategy for doubling farmers' income by 2022, and the single strategic objective is "smallholder food and agricultural production systems are remunerative, sustainable and resilient".
- IFAD's resource envelope for India is the largest among all recipient member states of IFAD, although quite small relative to government budget for welfare and development schemes, official development aid to India, or India's own development cooperation. Main government partners have been the state governments and the Department of Economic Affairs, Ministry of Finance.

[28] Including: Swadhina (voluntary organization for women and children), South Asia Rural Reconstruction Association (SARRA) and Maldhari Rural Action Group (MARAG).

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

A. Relevance

46. This section assesses the relevance of IFAD strategies and interventions to the Government's and IFAD's policies and strategies, the priorities and needs of the country and the rural poor. It also discusses the relevance of COSOP and project strategies and targeting approaches in the projects.

Alignment with Government and IFAD policies and strategies

47. **The key thrusts of the IFAD supported programme have been well-aligned with key government policies, strategies and initiatives, both central and state levels**. A series of strategies, policies and government-supported programmes (or missions) (see context section) clearly indicate the Government's emphasis on agriculture and allied activities, in particular, in terms of making small-scale farming more remunerative ("doubling farmers' incomes") while also promoting sustainable agriculture (e.g. organic and natural farming), as well as on rural livelihoods (e.g. national/state rural livelihoods missions), employment creation (MGNREGA – see context section), access to financial services (NRLM and support through NABARD), food security and nutrition and women's empowerment.[29] Decentralized implementation arrangements through or in close collaboration with local-level self-governing bodies (e.g. village level councils under Gram Panchayats)[30] were well-aligned with the Government's policy and emphasis on decentralized participatory planning through Panchayat Raj systems as reflected in the 73rd and 74th amendments of the constitution.

48. The selection of the project states reflected the Government priorities, poverty and climate vulnerability considerations. Four out of the 12 states covered in the evaluated portfolio (Meghalaya, Mizoram, Nagaland and Uttarakhand) are among the eleven "special category states", i.e. the status granted by the Government of India based on the consideration such as difficult terrain or a large proportion of tribal population.[31] Five projects in the CSPE scope (CHIRAAG, FOCUS, JTELP, LAMP, OPELIP) have an almost exclusive or strong focus on the tribal population, thus aligned with the Government focus on promoting the well-being of STs, particularly vulnerable tribal groups (PVTGs).[32] The Government, through the central Ministry of Tribal Affairs, has been supporting a number of special programmes focusing on tribal groups.[33] Seven[34] out of the 11 states with a mid-high rate of multidimensional poverty are covered by the portfolio (see annex V). Andhra Pradesh, Maharashtra and Rajasthan are among "the most climatically vulnerable" (NABARD 2022d).

49. **The project objectives and key areas of focus have been aligned with key prevailing IFAD corporate-level policies and country strategies.** The evaluated portfolio has sought to address all three strategic objectives in the latest

[29] The National Policy on the Empowerment of Women adopted in 2001.
[30] Nine out of the 13 projects reviewed have linkages with Gram Sabhas and Panchayat Raj institutions.
[31] Eleven states (Arunachal Pradesh, Assam, Himachal Pradesh, Jammu & Kashmir, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura and Uttarakhand) were granted special category status. Such status was granted to the states that are characterized by a number of features necessitating special consideration. These features included: (i) hilly and difficult terrain; (ii) low population density and /or sizeable share of tribal population; (iii) strategic location along borders with neighbouring countries; (iv) economic and infrastructural backwardness; and (v) non-viable nature of state finances.
[32] There are nearly 700 scheduled tribes across the country, and 75 of them are recognized as PVTGs. They are the most marginalized communities among STs on account of their low population, low literacy and use of pre-agricultural technologies.
[33] Including the Special Central Assistance to Tribal Sub-Scheme, Grants-in-aid under Article 275 (1) of the Constitution, Development of Particularly Vulnerable Tribal Groups, Institutional Support for Development & Marketing of Tribal Products/Produce (Central Sector Scheme). (https://pib.gov.in/PressReleasePage.aspx?PRID=1539687, accessed in August 2023)
[34] In the order of poverty headcount ratio (higher to lower): Jharkhand, Madhya Pradesh, Meghalaya, Chhattisgarh, Rajasthan, Odisha and Nagaland.

IFAD's strategic framework (2016-2025), i.e. in relation to productive capacities, market participation, environmental sustainability and climate resilience. The portfolio has been also well-aligned with the IFAD's emphasis to reach disadvantaged groups (such as women, STs and SCs in the India context) as per its corporate strategic framework (see more details later "relevance of targeting approach"). The projects in the CSPE scope span over a long time, with the earliest design having been undertaken in 2005 (PTSLP). But the key elements of past corporate strategic frameworks remained similar[35] and the projects covered in the CSPE scope have been aligned with these. Other relevant specific policies and strategies of IFAD included those on engagement with indigenous peoples, gender, rural finance, natural resource management, climate change adaptation, among others.

50. The projects and the COSOPs have adjusted the emphases over time, also reflecting contextual changes. For example, there is an increasing emphasis on markets and value chain approach, as well as a shift away from direct support to form and strengthen SHGs in view of the country-wide Government-supported rural livelihoods missions, and to, instead, the promotion of market-oriented organizations, a stronger emphasis on climate change resilience.

51. The 2018 COSOP left geographical priorities vague, indicating "disadvantaged areas, states with predominantly rainfed agriculture" with the north-east region and eastern states to be prioritized.[36] The priority on the north-east and eastern regions has not been followed for all investment projects designed or to be designed after the 2018 COSOP[37], but two of them are follow-up projects in the states with a long history of engagement and maintaining support for scaling up was justifiable (see annex V). Furthermore, the requests and interest by the Government (at both central and state level) have also been an important factor. Overall, the portfolio focus and the COSOPs remained aligned with each other (see also coherence).[38]

Relevance of COSOP, project strategies and designs

52. **The key elements of the 2018 COSOP were relevant, but some aspects lacked critical reflection and strategic thinking.** The strategic objective and three inter-linked dimensions thereunder (i.e. remunerative, sustainable and resilient) are all highly relevant to the country's development needs and priorities. While the strategic objective focuses on economic side, the COSOP also emphasized the continued importance of social and governance aspects that have been the key features in the IFAD programme (e.g. poverty targeting, gender equality, empowerment and building social capital for marginalized rural people, linkage with the Panchayat Raj Institutions). The target group definition in the COSOP indicated attention to disadvantaged and vulnerable groups.

53. The COSOP considered two ongoing projects at the time with a focus on tribal areas (JTELP and OPELIP) as not aligned with its strategic objective, given their nature of integrated rural development. This may indicate an unrealistic expectation that the support to all STs and PVTGs, after the closure of these projects, could be the same as other smallholder farmers. Furthermore, the COSOP envisaged the investment projects to be "simpler, larger and shorter in duration". They certainly became "larger". Project duration generally was anticipated to be

[35] For example, the strategic objectives of the IFAD's 2011-2015 strategic framework were related to natural resource and resilience to climate change, access to services, farm and non-farm enterprises; influence of rural people's organizations to influence policies and institutions; enabling institutional and policy environment.
[36] One pipeline project for which the concept note was included in the COSOP (SCATE) and was to cover multiple states (i.e. Bihar, Chhattisgarh, Haryana, Jharkhand, Karnataka, Odisha, Tamil Nadu) was designed but was not processed.
[37] Namely, Jammu and Kashmir (pipeline), Maharashtra and Uttarakhand.
[38] The 2016 CPE found that projects targeting the lagging states and geographic areas characterized by lower rainfall patterns, low soil fertility or degraded natural resource base and poor infrastructure were consistent with the then and past COSOPs, with the only exception being PTSLP since it was not in the one of the poorest states. As for the latter, however, the project was justified on the account of the tsunami disaster in 2004.

"shorter" as well, compared to older projects, but this did not necessarily match the reality, especially with continuing efficiency issues, in new states for IFAD support, and with interventions of long-term nature (e.g. community-level organizational building). It was also not clear what it meant to be "simpler" or how realistic it was.

54. In some aspects, there was a lack of clarity in how the plans and intended actions could be operationalized, especially for non-lending activities. Given IFAD's small resource envelope for India relative to the Government budget, the COSOP clearly recognized the importance of supporting government efforts with innovations, consequently, the critical roles of knowledge management (including South-South cooperation) and partnerships. However, the COSOP lacked strategic reflection on how those inputs might be supported and leveraged.[39]

55. **Key elements of project designs were responsive to the needs of the target group**. These included: strengthening and empowerment of grassroots institutions (with an emphasis on women's organizations), improved livelihoods and productive activities (agriculture, livestock, fisheries, forestry, off-farm activities), access to finance and markets, community infrastructure improvement, natural resource management and climate resilience.[40] All projects encompassed multiple aspects of rural livelihoods and well-being, both at individual and collective levels. Continuing with the previous emphasis of IFAD, projects have been implemented in disadvantaged areas and production systems therein (e.g. drought-prone and mainly rainfed areas, remote areas).

56. **Support for capacity building and grassroots organizations was critical as a foundation for all aspects of the programme, but, in a number of cases, the intervention approach has tended to be output-driven.** The general preoccupation in projects tends to be the number of people trained, organizations formed/supported and their membership, without a clear strategy and methodological framework on how to nurture human and social capital enhancement and how to measure the progress (see also effectiveness section).[41] By and large, training by itself was considered as capacity building, whereas it requires a broader framework given the nature of the main target group (e.g. illiteracy, marginalization, subsistence nature). There were some exceptions – ILSP and Tejaswini applied a broader treatment of social and human capital development.

57. **The choice of lead project agencies and main project parties adequately reflected different state contexts and the nature of projects.** All reviewed projects were anchored at the level of state government, with the Department of Economic Affairs of the Ministry of Finance being the representative at central level. The nodal and lead project agencies at state level included departments covering: (i) rural development (ILSP, MPOWER, REAP, PTSLP); (ii) tribal issues (JTELP, OPELIP); (iii) agriculture (APDMP, CHIRAAG, FOCUS); (iv) women and child welfare (Tejaswini, Nav Tejaswini); and (iv) planning (LAMP). In some projects, the implementation responsibilities were mostly taken up by facilitating NGOs, especially where the target groups are in remote areas and when the local language skills were critical. At local/community level, projects were anchored at

[39] For example, the COSOP stated that IFAD would work closely with sectoral ministries, research centres, NITI Aayog, policy research institutes to support M&E and knowledge management, but potential instruments or entry points or human and financial resources were not clarified.
[40] The objectives on women's empowerment were explicit in CAIM, MPOWER and Tejaswini, whereas the resilience or risk mitigation was in APDMP, FOCUS, MPOWER and PTSLP.
[41] According to World Bank (2004), six dimensions are considered as indicators: "groups and networks; trust and solidarity; collective action and cooperation; information and communication; social cohesion and inclusion; empowerment and political action". Such a cognitive social capital in which the members share sense of belonging, vision and goal is crucial for community organizations such as cooperatives, SHGs, village councils etc., to act as catalyst for development.

existing village-level institutions.[42] The choice of lead agencies and these arrangements were largely appropriate, except for the case of CAIM.[43]

Relevance of targeting approach

58. **Selection of specific geographical areas for interventions reflected the project objectives, thrusts and target group**. In selecting specific areas within an overall geographical parameter (e.g. within a state or a district), projects employed criteria including agro-ecological conditions and socio-economic indicators (e.g. poverty level, proportion of ST/SC population[44]) to be consistent with the project objectives and the target group definition. Identification of geographical areas for interventions was crucial particularly in projects with a focus on tribal population in mixed states, as the communities living these areas tend to be resource poor due to minimal livelihood opportunities with challenging terrains and agro-ecological conditions. Many of these communities are often deprived from access to development initiatives.

59. **The approach for household targeting varied and was suitable overall in different contexts.** In India, in principle, poor households are provided with some sort of identity cards connected to entitlements under various government schemes and these were used to identify households eligible for project support. Almost all projects used the government list of households below the poverty line. ILSP also used Antyodaya card.[45] The use of existing government data was often complemented by discussions and wealth ranking exercises at community level,[46] bearing in mind that not all poor households are on such list (and excluded from various government support). Tejaswini used the Special Component Plan and the Tribal-Sub Plan to reach SC and ST clusters.

60. The importance of different tools and steps in targeting varied. In some cases, the selection of geographical areas already played an important role, for example, where STs/PVTGs or minority tribal groups reside in specific areas (FOCUS[47], JTELP, OPELIP). Even in these cases, further consideration was taken to ensure that project services reach poor, marginalized or minority households in the selected communities. For example, OPELIP clearly targeted the most marginalised tribal groups, PVTGs, and interactions were also held with the Gram Sabha, the tola sabha[48] and facilitating NGOs to enable identification of appropriate beneficiaries. At the same time, where the projects operated in predominantly tribal states, the strategy to ensure the outreach to poorer or more disadvantaged households was not always clear (with a reliance mostly on self-targeting, for instance in LAMP, which can also be a reflection of the nature of the project, focusing on market access).

61. In spite of the overall appropriate targeting approach, there were areas needing greater attention. PTSLP PPE found that "targeting strategies were sound… with the exception that there was no strategy for reaching backwater fishers and boat crew". The CSPE field visits also observed that there were different levels of

[42] For example, Panchayath Raj institutions such as Gram Panchayats, Gram Sabha, village councils in projects like FOCUS, LAMP, JTELP, OTELP.
[43] The marketing board "played a limited role in the implementation… The project's institutional arrangement should have been modified to align with the agriculture administration at region and district level to ensure institutional continuity and better performance oversight" (CAIM PCR). Furthermore, at completion, it was assessed that the capacity of government department to implement coordinated "end-to-end" support beneficiaries may have been overestimated and that "a capacity needs assessment ought to have been conducted at the design stage (CAIM PCRV).
[44] For example, the Socio-Economic and Caste Census was used in some projects.
[45] Government identified impoverished households.
[46] For example, Tejaswini and Nav Tejaswini projects conducted participatory rural appraisal in addition to the list on "below poverty level" households. In some projects, discussions were held with the village elders, Gram Panchayat leaders to facilitate in identifying the neediest households amongst the mixed communities, especially to reach the poorest SC/ST households.
[47] The majority population in Mizoram are Mizo, but FOCUS covered some minor tribes like Chakmas, Riangs and Bru.
[48] Gram Sabha is the village assembly under the Panchayat (Extension to Rural Areas) Act and Tola Sabha is the sub-body of the Gram Sabha.

sensitivity and challenges about the inclusion of SCs in grassroots organizations depending on the socio-cultural context. SCs inclusion as members did not automatically mean that they had proportional access to project services and benefits. As there was little disaggregated monitoring of outcomes it was difficult to identify who benefitted the most.

Relevance - summary

62. The IFAD-supported programme has been well-aligned with key government policies, strategies and initiatives, as well as IFAD policies and strategies. Key elements of project designs were responsive to the needs of the target group. Selection of geographical areas and the targeting approach was suitable overall in different contexts. The key elements of the 2018 COSOP were relevant, but some aspects lacked critical reflection and strategic thinking, especially relating to how non-lending activities should be pursued. **Relevance** is assessed as **satisfactory (5)**.

B. Coherence

63. This section assesses external coherence (i.e. the consistency of the strategy with other actors' interventions in the same context) and internal coherence (i.e. the internal logic of the strategy, synergies and linkages between different elements of the country strategy and programme). The section also discusses the performance on knowledge management, partnership building and policy engagement.

External coherence

64. IFAD has been recognized by the Government and other development partners as an important supporter for smallholder agriculture development and rural poverty reduction in India. In particular, IFAD has been known for its work with small and marginal farmers, women, tribal groups and tribal areas for improving their livelihoods. While it has not been well documented, IFAD's support played an important role in 1990s-2010s in developing the self-help group model which has been scaled up by the Government and other development partners.

65. **The coherence with Government policies and initiatives was high**. All projects were conceptualized in pursuit of "convergence" with government funded initiatives. Projects mostly coordinated with MGNREGA, which finances rural infrastructures with a main objective of creating job opportunities for poor households (those below poverty line). While there is an overall consensus that it makes sense to pursue convergence in principle, the extent of alignment, synergetic effects and mutual value addition varied case by case. In some cases, mutually beneficial convergence was more challenging (e.g. delays in funds release in LAMP, or the attention given to convergence diverting attention from technical agriculture issues in APDMP). In other cases, such as OPELIP, funds and labour from MGNREGA filled key gaps in areas such as natural resources management and supporting incomes of participants.

66. **The expected value addition of IFAD in India lies with introducing innovations and sharing knowledge for upscaling, but these opportunities are yet to be fully taken up.** With substantial government resources for development and welfare support and large aid inflow, the expectation by the Government (both central and state level) is that IFAD supports innovations, models and approaches to address rural development challenges, share them and provide knowledge and technical/advisory support. There have been some examples of a successful model in one state feeding into another state (e.g. community-managed resource centres in Maharashtra to the livelihoods collective concept in Uttarakhand), but there was room for more focused and strategic approach for promoting innovations and scaling up. A number of factors have posed challenges, including: (i) high demand on IFAD Country Office (ICO) staff time on portfolio management (exacerbated by implementation delays and issues),

also in light of the high number of projects and states covered (though reducing – see annex V); (ii) projects all anchored at state level but with no clear entry point or technical partner for IFAD at central level;[49] and (iii) weak critical reflection and systematization on project experiences to generate knowledge and lessons, with limited IFAD budget for analytical work at country programme level (see also knowledge management section). Exchange visits were also discontinued due to COVID-19 restrictions.

67. **There has been reasonable coordination with other development partners and their initiatives, as well as emerging partnerships**. Consultations organized by IFAD on new project design were appreciated by other development partners, given that there is no regular donor coordination platform in India. This was mentioned as a good practice by at least two development partners interviewed, with one noting that IFAD was the only one doing such consultation during the project preparation phase.

68. Where there are different development partners operating in the same states, there was no indication of duplication or inconsistencies between initiatives. This was also because the Government (central and state level) generally try to direct externally aided projects to avoid duplication. Where a number of donor-funded interventions are housed in the same institution (for example, the Meghalaya Basin Management Agency in Meghalaya or Mahila Arthik Vikas Mahamandal [MAVIM] [50] in Maharashtra), this has also helped in coordination of interventions supported under different projects at field level.

69. Recent partnership arrangements are also expected to contribute to concerted efforts on knowledge generation and policy engagement on key topics. The cofinancing arrangements with the World Bank in Chhattisgarh provide an opportunity for reflecting on lessons from the previous IFAD-funded project (Jharkhand-Chhattisgarh Tribal Development Project) and jointly working on critical issues such as climate resilience, nutrition and biodiversity (see also partnership section).

Internal coherence

70. **The portfolio elements and thrusts have been overall coherent, with adjustments responding to the contextual changes and differences in different areas.** The historical portfolio shows a focus on women's and tribal empowerment, and long-term engagement in a number of states on these issues such as Andhra Pradesh (though not at present), Chhattisgarh, Jharkhand, Maharashtra, Meghalaya, Odisha and Uttarakhand.[51] Over time, however, the level of commercial orientation increased in some cases, and in other cases, the project interventions and target group shifted to even more challenging areas and target group (PVTGs in Jharkhand and Odisha, jhum farmers in Mizoram and Nagaland).

71. **In some instances, there was lack of strategy to ensure synergy and coherence between different components within the same project.** This was observed with the projects where different components rested with different parties or where these were to be pursued in "convergence" with other government schemes (e.g. CAIM, ILSP, LAMP[52]). Delays or absence of some project activities and uncoordinated implementation affected the coherence of the project's theory of change (e.g. LAMP's road sub-component was a logical part of the market chain, but roads were constructed out of sequence before market locations were finalised

[49] Even though there are linkages between the central and state government ministries, supporting convergence.
[50] MAVIM is the State Women's Development Corporation of Government of Maharashtra.
[51] Out of 32 projects approved so far, five projects have women's development/empowerment and seven projects have tribal development/empowerment in the project title. Even where these words do not appear in the project title, many projects had a focus on women and tribal groups. Only the initial projects (approved before early 1980s) were clearly on irrigation development.
[52] In CAIM, the nodal agency (Maharashtra State Agricultural Marketing Board) had a low involvement and the coordination with the Sir Ratan Tata Trust proved to be a challenge.

and without clear linkage with other components). ILSP had different organizations assigned to different project components[53], and while the project components had different weight depending on the area (e.g. watershed management activities more key in some areas than the others), how the synergy was to be achieved was unclear. In CAIM, there were insufficient linkages between the marketing activities and the groups formed under another component (CAIM PCRV).

72. **A number of factors made it challenging to achieve synergetic outcomes at country programme level**. All projects are anchored at the state government with limited linkage with central-level line ministries or technical/research institutions.[54] Without deliberate knowledge systematization at country programme level and engagement with cross-state and national actors, the experience has tended to stay with project teams and lead state-level agencies (even though some exchanges between projects and replication occur). IFAD promoted exchange between the projects, and the tripartite portfolio review meetings with the Department of Economic Affairs also contributed to knowledge sharing, but there is room for more systematic knowledge management and engagement around the critical rural development challenges, especially at central level (see also knowledge management section).

73. **There has been limited use of grants linked to the country programme in general, but in the past couple years, supplementary financing has been successfully mobilized.** All IFAD grants (excluding those incorporated into loan-financed projects) covering India that became effective after 2016 were multi-country grants, with the majority covering many countries,[55] making it difficult to trace the linkage with and impact on the India portfolio. Even those few grants covering a small number of countries, the linkage to the country programme was not clear except for one (to the Light for the World International aimed at integrating persons with disabilities, coordinated with Nav Tejaswini). The two supplementary financing activities mobilized recently (from the Bill and Melinda Gates Foundation and Germany[56]) are noteworthy, were planned in consultation with the country office, and are expected to contribute to upgrading IFAD's efforts in knowledge management and policy engagement, in addition to partnership building.

74. **About half of the previous CPE recommendations have been integrated.[57]** IFAD has kept its priority on disadvantaged areas and groups and differentiated approach has been used, for example, multi-sectoral and livelihoods centred interventions with community-level participatory process with village institutions, or a more commercially-oriented support with producer/farmer groups (recommendation 1). There have been efforts to promote technical solutions for rainfed agriculture and off-farm activities (e.g. processing), although there is room for pursuing them better (recommendations 2 and 3). However, the recommendations (4, 5 and 6) on improving efficiency, strengthening partnerships and non-lending activities have not been well-addressed, although the evaluation notes the efforts on inter-project knowledge exchange and the progress on recent mobilization of supplementary financing and partnerships with international development partners (recommendation 6) (see also annex V for more detailed comments).

[53] Namely, Uttarakhand Gramya Vikas Samiti (a society which was first set up under the Department of Rural Development for the IFAD-funded Livelihood Improvement Project for Himalayas (implemented 2004-2012) for the food security and livelihood enhancement component, Project Society for Watershed Management Department for watershed management component, and Uttarakhand Parvatiya Aajeevika Sanvardhan Company (UPASaC) for the livelihood financing component.
[54] Agriculture and rural development are on the concurrent list of both state and central levels and each state has their own priorities and technical support aligned to their climatic zones.
[55] Among the 19 grants identified which covered India, 8 of them covered more than 10 countries (including four for the International Land Coalition hosted at IFAD) and other four covering 7-8 countries.
[56] Federal Ministry for Economic Cooperation and Development of Germany (BMZ).
[57] It is recognized that COVID had a significant negative impact on implementation of the COSOP.

Knowledge management

75. The evaluation assesses the extent to which the IFAD-supported country programme captures, creates, distils, shares and uses knowledge and lessons. The 2018 COSOP indicates a clear awareness of the expectation by national stakeholders for IFAD to step up and provide more and better knowledge services. Thus, the COSOP states: "enhanced knowledge management – and South-South and triangular cooperation – will be key dimension of IFAD's approach".

76. **At project level, there have been visible and increasing efforts on M&E and knowledge products preparation, although the quality is not consistent.** The data and reports shared by the projects show that the monitoring data, particularly at input/output level, are mostly well maintained. Some projects also developed a comprehensive online management information system (e.g. LAMP, OPELIP, ILSP). Most, if not all, projects have conducted periodical outcome surveys and/or impact assessments. Websites are available for some projects, mostly linked to or integrated into the website of lead agencies.[58] These websites contain reports and publications (some more analytical than the others), training materials in some cases, photos, interactive maps with locations of intervention sites, or job advertisements. Knowledge products have been prepared by project teams and posted on their websites. The weaknesses are the limited availability, accuracy and quality of data (especially beyond output level), analyses and usefulness of knowledge products prepared[59] (see also Government performance section).

77. **Support for mutual learning between beneficiaries or field-level practitioners has not been systematic across the projects**. LAMP put beneficiaries in front in sharing their stories,[60] and OPELIP has an extensive selection of video stories,[61] and community cross-learning. However, there could have been more systematic efforts to support mutual learning between primary target groups (e.g. smallholder farmers, women, STs/PVTGs/SCs) – within or between the projects. There was also a missed opportunity for mutual learning where numerous facilitating NGOs were engaged under one project each working with different communities without sufficient systematic exchanges for learning and improving interventions.[62]

78. **Knowledge exchanges between projects have contributed to some examples of replicating and adapting good practices within the portfolio.** Regular tripartite portfolio review meetings with the Department of Economic Affairs, IFAD and project teams have served as a good opportunity for information/knowledge sharing and learning about what goes on in other projects. IFAD has also facilitated exchange visits between projects and mutual learning.[63] These opportunities were much appreciated by the project teams, although the COVID-19 pandemic interrupted such practices.

[58] For example, Meghalaya Basin Management Authority for LAMP (https://www.mbma.org.in/megha-lamp/), or Uttarakhand Gramya Vikas Samiti for ILSP and REAP (https://ugvs.in/).
[59] For example, some "success stories" posted on website by one project were largely descriptive, with a focus on what was done and lacking a critical analysis on – if the experience was indeed a success – what made it successful and what were the lessons.
[60] LAMP reported having prepared 36 episodes radio programmes providing voices to beneficiaries to share their stories, 163 video best practices to be used by field teams for grassroots level meetings, launched a community dialogue initiative where communities and other stakeholders are brought together to have a discourse on various issues and share best practices with others (LAMP self-assessment).
[61] Including a collaboration with a National Geographic team and a participatory video activity with youth in PVTG communities.
[62] For instance, JTELP held cross-district meetings of their facilitating NGOs, however achieving consistency of approaches would have benefitted from more frequent meetings.
[63] For example, OPELIP and LAMP adopted the M&E/management information system of ILSP; the nutrition model developed by Tejaswini (Madhya Pradesh) is being adapted/replicated by others (COSOP MTR). LAMP team visit to ILSP resulted in the idea of Collective Marketing Centres. In 2018 ILSP visited LAMP to learn from the project's approach to capacity building and knowledge management, which led to adopting some of the knowledge management practices and also in partnering with BIRD Lucknow for their training and capacity building needs.

79. **Knowledge management oriented to the broader external audience[64] at the country programme level has not yielded learning results, but there are increasing efforts.** While documentation at project level has been prepared, project experience and lessons on similar topic in different areas/contexts have not been sufficiently systematized, analysed, distilled and packaged into learning points oriented to broader external users, such as policy makers, other development partners or practitioners from different parts of the country, for enhanced decision making processes.

80. Nonetheless, there are recent examples of such efforts. Nav Tejaswini includes a plan to capture the best practices of MAVIM/Tejaswini, establishing a centre of excellence in the areas of SHG approach to community development and gender-transformative results – in and also outside India.[65] The proposal reflected the MAVIM's accumulated experiences in supporting women's empowerment with a long-term engagement with IFAD. Another example is the project funded by the supplementary financing from Germany to promote agroecological value chain development in the Himalaya regions, with explicit attention on knowledge management and policy engagement.[66].

81. **IFAD's support for its South-South knowledge sharing involving India has been largely ad hoc, except for recent proposals** as noted above. The 2018 COSOP envisaged IFAD's support for South-South cooperation. It planned to take advantage of the fact that the IFAD office in Delhi covered multiple countries in the sub-region in order to "broker global knowledge and experience for national stakeholders" (2018 COSOP). There have been limited cases of project staff exchanges with another country (e.g. LAMP visiting an IFAD-funded project in Nepal), however they have not been planned or documented systematically. The regional grant to the South Asian Association for Regional Cooperation Agriculture Centre in relation to climate smart agriculture in the South Asia (ongoing, 2020-2025)[67] is expected to contribute to generation and exchange of climate smart agriculture technologies between the regional countries, although the linkage with the country programme is not evident.

Partnership building

82. IFAD planned to use "partnerships to identify innovations, strengthen performance, access expertise and services, promote learning and pave the way for scaling up" (2018 COSOP).

83. **IFAD has generally had cordial and constructive relationships with government agencies, but strategic engagement building on and beyond field-level operations in the investment portfolio has been limited.** The partnership with the Department of Economic Affairs at central level has been solid. The two parties have continued to have productive consultations to monitor portfolio performance, follow up on implementation issues, discuss and agree on pipeline projects, and reallocating resources from non-performing to other projects.

[64] such as policy makers, other development partners or practitioners from different parts of the country or even other countries

[65] Nav Tejaswini is to support the establishment of physical facilities, as well as development of trainers, policy papers, training modules, publications, knowledge management products; and subsidy for operational expenses. After the initial design, IFAD also mobilized grant financing from the Bill and Melinda Gates Foundation (over US$5 million) to beef up the centre of excellence proposal to facilitate scaling up also outside India. "The centre of excellence will aim to sustain the impact of Nav Tejaswini on gender equality, women's empowerment and scale up the good practices within Maharashtra, India and beyond as a conduit for South-South Triangular Cooperation" (amendment to financing agreement for Nav Tejaswini to incorporate additional financing).

[66] Promotion of Agroecological Value Chain in India and the Himalayan Region Project, to be implemented between 2022 and 2027. The funding from Germany is to the tune of EUR 13.7 million (including IFAD's fees). One of the three project components is specifically on knowledge management, capacity strengthening, preparation of knowledge products to contribute towards a more enabling policy environments and it is also hoped that the project will help forge closer links with the Ministry of Agriculture.

[67] Consortium for Scaling-up Climate Smart Agriculture in South Asia (C-SUCSeS), covering Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka. ICO was invited to the initial workshop.

On the other hand, engagement with other central-level ministries has been less systematic, as was also found in the previous CPE.[68] This was likely due to the following: (i) all projects reviewed in the CSPE have been based at the state government with no involvement of or linkage with central-level technical agencies[69]; and (ii) limited cross-portfolio analytical work to elevate project-level experience and learning to a higher level - also due to lack of human and financial resources for such purposes.

84. At state level, the quality of partnership was influenced by the government leadership and their changes, but overall, IFAD has built good partnerships with most state governments through investment projects. Especially where IFAD has had a history of engagement through a series of projects (e.g. Maharashtra, Odisha, Uttarakhand), there has been productive dialogues and influence also beyond the projects (see also sections on impact and scaling up).[70] A recent good example of strategic partnership is the one with MAVIM in Maharashtra building upon the past projects.

85. IFAD sees the Government of India as an important partner, both in terms of the portfolio size as well as the high level of India's contributions to periodical replenishment.[71] Two high-level IFAD delegations to India in 2023 (one by the President in connection with the G20 event under India's presidency, and the other by the Associate Vice President for the Programme Management Department) reflect the importance IFAD attaches to the partnership with the Government.[72] IFAD also provided inputs to the G20 agriculture working group along with other partners (such as FAO, World Food Programme, World Bank).[73] These activities are not directly linked to the India's country programme but contribute to raising the visibility and fostering partnerships at a higher level.

86. **There has been some work with research institutions, think tanks or other NGOs, mostly at operational level rather than strategic and systematic partnerships.** The 2016 CPE made a recommendation on better collaboration with local and national applied research and extension, particularly based on a more systematic programme-based partnerships. In preparation of the 2018 COSOP, consultations were held with different actors, including the Indian Council of Agricultural Research (ICAR) and CGIAR centres. There has been some collaboration with national research and technical institutions[74] (as well as international agricultural research institutes[75]) (see table in annex V), but mostly through contractual relationships for specific short-term assignments in the context of investment projects, whether for field-level activities or impact assessments. A previously proposed investment project (SCATE), which could have provided an

[68] "During the evaluation period [2011-2015], the relationship with the central coordinating ministry (Department of Economic Affairs) was cordial and characterized by mutual respect. However, IFAD has had little engagement with key related technical ministries (e.g. of Tribal Affairs, Rural Development, Agriculture) in the Central Government" (2016 CPE).
[69] SCATE would have been an exception but it was not processed after being fully designed. The Ministry of Agriculture and Farmers' Welfare was to be the nodal agency and the Indian Council of Agricultural Research (administratively under the Department of Agricultural Research and Education of the Ministry) was to be the lead implementing agency.
[70] At the same time, it seems that IFAD engagement has ended without necessarily a clear scaling up plan in other states with multiple historical engagement such as Andhra Pradesh and Jharkhand.
[71] India is both IFAD's largest borrower and a top 15 donor. (https://www.ifad.org/en/web/latest/-/g20-agriculture-ministers-meeting-ifad-president-reaffirms-partnership-with-india)
[72] https://swachhindia.ndtv.com/how-ifad-uns-rural-development-agency-is-working-with-india-for-more-inclusive-sustainable-agriculture-74326/;
[73] For example, IFAD participated in the first agriculture working group meeting in Madhya Pradesh in February 2023 and delivered a presentation on inclusive agricultural value chains and food systems (https://www.g20.org/en/media-resources/press-releases/february-23/adm/)
[74] For example, institutions under the ICAR (e.g. Central Marine Fisheries Research Institute in PTSLP), *Krishi Vigyan Kendras* (agricultural extension centres) in multiple projects,
[75] International Crops Research Institute for Semi-Arid Tropics (in OPELIP), International Potato Centre (in LAMP).

opportunity for more programmatic collaboration with national research institutions, was designed but eventually not processed.[76]

87. Similarly, facilitating NGOs engaged in projects served more as assignment-based service providers than partners in development, even though the COSOP regarded such engagement as partnership.[77] At least four projects (CAIM, MPOWER, JTELP, OPELIP) heavily relied on facilitating NGOs.

88. **Partnerships with the private sector were pursued under some projects though rather sporadically.** Some examples included: Better Cotton Initiative and Cotton Connect India, and reported establishment of 95 partnerships (e.g. contractual arrangements for crop or livestock products) in CAIM[78]; LAMP support to establish linkages with spice companies in collaboration with IDH (Sustainable Trade Initiative[79]); and ongoing efforts in collaboration with the World Economic Forum in Nav Tejaswini; and Women on Wings in Nav Tejaswini and REAP. Although a small grant[80] was used for a scoping exercise to prepare investment plans for goat value chains, the planned investment project in Bihar was not processed. In general, the projects have tended to support direct investments at producer level – for instance, processing, aggregation and marketing, rather than exploring opportunities for producers to be linked to existing well-established private sector actors (e.g. through contractual arrangements to supply certain produce) or establishing multistakeholder platforms.

89. **IFAD has maintained good level of contact and consultation with relevant international development partners, and some programmatic collaboration and partnerships are emerging.** Those partners who know IFAD reasonably well are appreciative of the work of IFAD. IFAD organizing a consultation on new project design was appreciated by other development partners (see also external coherence section). IFAD's presence and coordination with the United Nations Country Team is highly valued, also given that IFAD brings the largest resources (albeit in mostly loans) among the United Nations agencies.[81] IFAD has been part of the development cooperation frameworks of the United Nations in India.[82] Furthermore, there has been an engagement with the Government's thinktank NITI Aayog with other international development partners (especially with the UN Food and Agriculture Group) with regard to the COVID-19 response,[83] as well as during

[76] The project was designed, negotiated for financing, and planned to be approved in December 2019, but the submission to the Board did not happen since IFAD did not receive necessary approvals from the Government. IFAD then suggested the removal of this project from the pipeline instead of rescheduling the Board submission, also given that the Government had a plan to review the Sub-Mission on Agricultural Mechanization and this could have had implications for investments in the sector.
[77] The 2018 COSOP noted that "partnership with the NGO community for project implementation at community level will continue as an intrinsic strength of the IFAD business model."
[78] According to the CAIM PCR, the project supported the buyback contract farming "included production of specific seed/product variety provided by market players, cost of which was recovered from sales, technical handholding support and procurement from agreed points of purchases". The commodities ranged from cereal seeds, vegetables, dairy, spices, poultry.
[79] The head office is in the Netherlands. (https://www.idhsustainabletrade.com/about-idh/) The organization is present in India.
[80] US$436,000 from the Bill and Melinda Gates Foundation approved in 2015. The nine-month project was to identify bottlenecks and explore options for sustainable goat enterprise and market development in Bihar, Odisha and Uttar Pradesh and to facilitate preparation of investment plans.
[81] Interview with the United Nations country team member.
[82] The United Nations Sustainable Development Frameworks for the periods 2018-2022 and 2023-2027. In the latter, IFAD is expected to contribute to outcome 2 nutrition and food security; outcome 4 on economic growth and decent work; and outcome 5 on environment and climate change. IFAD also contributes informally to the social inclusion outcome.
[83] According to the COSOP review of 2022, the India ICO engaged in the COVID response in a number of ways including: (i) working with FAO, submission of a joint note to facilitate supply chain and logistics management for availability of food to the Government of India's Empowered Group (No. 5 on Supply Chain and Logistics Management);(ii) virtual meetings of UN Food and Agriculture Group and providing daily inputs with information from across the country on key issues, best practices, and red flags in agri-logistics that require urgent attention; (iii) engagement with Empowered Group No 6 (chaired by NITI Aayog) on possible actions to address food security and agriculture related challenges including the possibility of undertaking a study on scope of agriculture mechanization in areas with labour out-migration; (iv) participation in a multi-partner consultation organized by World Bank on COVID-19 Priorities in South Asia with a focus on Agriculture & Food.

the UN Food Systems Summit 2021. There is limited evidence on collaboration with Rome-based agencies (beyond dialogues).[84] FAO was engaged as a technical service provider in FOCUS with the use of a grant, but their lack of local presence and COVID-19 affected the effectiveness of this technical support.

90. Partnerships linked to financing arrangements and programming increased in the last couple of years, namely, the mobilization of supplementary grant resources from international partners (Bill and Melinda Gates Foundation, and BMZ, Germany); and co-financing with the World Bank for CHIRAAG (the only project in the evaluated portfolio with international cofinancing[85]). IFAD was invited to cofinance CHIRAAG because the project had been designed by the World Bank but the original budget for the World Bank exceeded the limit of a single borrower set by the Government. In this case, IFAD stepped in to cofinance this project and is expected to add value beyond financing, based on the previous project experience relevant to the overall thrusts of CHIRAAG. However, in general, there is limited evidence of the ICO being proactive on fostering partnerships with like-minded partners, for example, to tackle key development challenges or to jointly provide inputs to the Government, at least in part due to insufficient human and financial resources.

Policy engagement

91. **Policy-related inputs have been provided mainly through investment projects at state level**. Projects have served as a channel to provide inputs on policy-related issues - in the form of project experiences and their documentations, as well as consultations and dialogues with IFAD/consultants teams around project design, supervision and implementation support missions. Especially in the states where IFAD has a history of engagement with successive projects (e.g. Maharashtra, Odisha and Uttarakhand), there is evidence that IFAD-supported project experiences have influenced policy and institutional issues.[86] For example, in Odisha, IFAD has supported projects on tribal development and empowerment since late 1980s. The latest OPELIP (with a particular focus on PVTGs, implemented since 2016) has played a facilitating role in bringing government services to remote PVTG areas. Seemingly this has also influenced the development of the Pradhan Mantri PVTG Development Mission within the Ministry of Tribal Affairs at national level. In Uttarakhand, ILSP's experience in supporting livelihoods collectives (apex organizations of producer groups, registered as cooperatives) has reportedly promoted the integration of business orientation to the support to SHGs and their federations by the state rural livelihoods mission, with which the follow-on project REAP is expected to work closely. (see also impact section).

92. **The planned steps to distil project experiences in India and bring in lessons also from other countries to provide inputs to policy-related issues have not been sufficiently taken.** Among other things, the 2018 COSOP envisaged the following policy-related activities: (i) analysis - the gathering of "policy evidence" from the portfolio; (ii) dialogue, particularly among policymakers and other national stakeholders; and (iii) dissemination and advocacy. There is no/little record of the engagement of "reputable policy research institutions" to conduct analysis as planned or IFAD's facilitation of dialogue and dissemination of lessons within India or with other countries. There are insufficient human and financial resources at ICO to invest in these activities. At the same time, the CSPE

[84] Some joint work with Rome-based agencies has been undertaken for the COVID response and for the World Food Day.
[85] The 2016 CPE reported that in the past, the central government was in favour of specialized and separate financing by multilateral donors, rather than cofinancing. However, during the CSPE interview, the Department of Economic Affairs expressed Government interest in IFAD cofinancing with other international financial institutions as a way to scale up.
[86] The COSOP results review also noted that "scaling up were most successful in the states where IFAD has a long history of engaging through a series of investment projects" (IFAD 2022).

appreciates that, as a small player, it is challenging to get much traction in policy discussions at national level.

Summary - coherence

93. Coherence is rated **moderately satisfactory (4)**. External coherence has been good overall, with the areas of IFAD's comparative advantage recognized by other partners. The portfolio elements and thrusts have been coherent overall, but a number of factors made it challenging to achieve synergy beyond each project's outcomes, including the fact that all projects are anchored at the state level. There has also been limited use of grants linked to the country programme.

94. **Knowledge management**, **partnership building** and **policy engagement** are all rated as **moderately satisfactory (4).** There were increasing efforts for improving management information systems, preparing knowledge products and dissemination at project level. A gap was in bringing in and analysing experiences from different areas and contexts on similar issues and development challenges, distilling lessons and packaging them for sharing with external audiences. In general, strategic partnerships with government agencies, research institutions or think tanks beyond the investment portfolio was limited. Policy-related inputs with scaling up results have been mainly through investment projects at state level, but the evaluation also appreciates it would be challenging to get much traction in policy discussions at national level.

C. Effectiveness

95. The effectiveness criterion assesses the extent to which the country strategy and programme achieved, or is expected to achieve, its objectives and outcomes. The CSPE covers 13 projects, including ten projects designed before the 2018 COSOP. The 2018 COSOP had a single strategic objective, "smallholder food and agricultural production systems are remunerative, sustainable and resilient". After the assessment on the performance on targeting and outreach, the section is organized as per the following areas[87]: community mobilization and strengthening of grassroots institutions, which is a foundation in support of all three aspects of the strategic objective (i.e. "remunerative", "sustainable" and "resilient"); improved and sustainable agricultural production systems and livelihoods (relates to all three aspects); and access to financial services, markets and off-farm employment opportunities (mainly relates to "remunerative" but also "resilient").

Targeting and outreach

96. **General outreach of the portfolio is good.** The portfolio assessed by the CSPE in India is large and broadly spread across 12 states. All completed projects (other than APDMP, which finished early) almost achieved their original or revised targets for households, 100 per cent overall (see annex V). Of the ongoing projects, OPELIP has overachieved even the increased target, suggesting that the original target may have been modest. However, FOCUS and LAMP may struggle to reach their targets. Altogether, the seven completed plus three ongoing mature projects, had achieved 97 per cent of their targets, and an estimated outreach to 2.6 million households.

97. **Project services generally reached the poor, marginalized and disadvantaged groups, often in remote areas.** Eight out of 13 projects covered in the CSPE explicitly mention STs (also PVTGs in JTELP and OPELIP) and/or SCs as part of the target group. Even in mixed areas, most projects had the data on proportion of different groups in benefiting households and the combined proportion of ST and SC households ranged between 15 per cent (ILSP) to 50 per cent (Tejaswini Madhya Pradesh) (see table in annex V). JTELP worked in

[87] Outcomes in the theory of change, under the three headings of the 2018 COSOP, namely, "remunerative", "sustainable" and "resilient", were regrouped somewhat to facilitate the effectiveness assessment.

convergence with Government agencies to reach all hardcore poor, provide housing for all and improving their wellbeing.[88] Targeting and participation of women in all the projects has been generally strong and supported with a range of gender mainstreaming measures (see more for GEWE section). Youth participation was reported in some projects, though not all.[89] [90] [91]The average proportion of youth reached in these projects range from 12-17 per cent of total beneficiaries.

98. **Weaknesses in differentiated targeting strategy and lack of disaggregated data on outcomes make it difficult to ascertain the extent of benefits for disadvantaged groups.** For example, deliberate targeting and benefits for SCs are less clear. Communities that were prioritized based on poverty may have higher percentages of SCs, but caste was not usually a deliberate selection criterion;[92] nor is there a differentiated approach in design to support beneficiaries disadvantaged by caste (nor landlessness or disability).[93] Similarly, many projects do mention youth as a specific category to be targeted but often lack a clear strategy and action plan leading to variable outcomes.[94] The strategy and action plan for youth engagement of FOCUS was developed post-MTR, late into the project implementation with no allocated resources, limiting effectiveness.

99. While the availability of disaggregated data on outreach/participation by ethnicity, caste, gender or age is good overall, data on outcomes and benefits are often not robust,[95] nor reported in a disaggregated manner with attention to inter-sectionality (such as gender with caste, age, marital status).[96] For example, SCs are recorded in the membership of some community organisations but are invisible when monitoring or reporting on outcomes. Even if this is not an IFAD requirement, disaggregated outcome analysis will be useful in order to inform whether the project inclusion strategies were successful.

Community mobilization and strengthening of grassroots institutions

100. **Community mobilization has been a key element in the portfolio and contributed to not only making production systems and livelihoods remunerative and resilient but also to social empowerment.** Eight projects supported and worked with SHGs and federations (with mainly female membership).[97] Projects have also supported gender-mixed organizations of producers with an orientation on production and marketing both at primary and apex levels in various forms (see table in annex V). IFAD's direct support to SHGs

[88] JTELP PCRV noted that "result achieved for the targeted 5,000 tribal women were encouraging, with increases in incomes, assets and savings."
[89] AFC India, 2022. Project completion report JTELP. The report noted that 11,775 youth benefitted (against a target of 4,920). It assumed that the increasing involvement of youth in a range of project and post-project activities is an indication of success.
[90] Sutra Consulting, 2022. Endline evaluation report, JTELP. The Sutra report gives clearer information on outcomes. It notes that nearly half of the youth population were involved in youth groups, and 74 per cent were satisfied with the group activities and income generation opportunities. Youth were also involved in the GSPECs.
[91] REAP has been designed as a youth-sensitive project, in an effort to generate employment and deter migration. It sets a target of 35% youth (REAP PDR 2021)
[92] The exception is Tejaswini, where an emphasis was placed on selecting SC women to join SHGs and take leadership roles, in order to combat caste-based disadvantage (Tejaswini PPE 2020).
[93] IFAD's new Disability Inclusion Strategy 2022-2027 raises disability as an issue for targeting, however, there are few activities as yet as it was released after the design of the existing projects (e.g. ILSP, REAP, Nav Tejaswini setting this one criterion for beneficiaries). The CSPE recognizes that this is a complex topic to mainstream in large projects, and it will take time to see progress.
[94] In JTELP, the sustainability of youth groups in the absence of institutional linkages with existing government programmes was noted as a possible challenge.
[95] For instance, in relation to benefits to youth, JTELP and OPELIP included changes in migration rates in their outcome monitoring, however the comparison was only made to the previous year. Given the impact of COVID-19 on migration, it is difficult to make a short-term comparison.
[96] Tejaswini PPE noted that "although Tejaswini was clearly effective in reaching poor and marginalized women, the monitoring reports and impact studies for each state do not explore variation in results based on caste, class or socio-cultural setting. The reports also do not contain analysis of results for women of different ages, marital status and landholding, or information on whether some women were less able to participate in particular project activities than others."
[97] REAP does not plan to support SHGs directly but instead will work with the State Rural Livelihoods Mission supporting SHGs. Nav Tejaswini work with SHGs, members and federations. See annex V.

has somewhat reduced over time due to the state and national rural livelihoods missions with a mandate to establish and support SHGs nation-wide and the Government preference for externally-aided programmes not to duplicate their efforts. Other types of organizations supported included youth groups (e.g. JTELP[98]), as well as those concerning natural resource management. In addition to the formation or strengthening of different types of organizations, projects also worked with and through existing village-level institutions.

101. **SHGs and their federations have served as a foundation and platform for generating economic and social benefits in multiple areas, especially for women.** Six out of ten completed or mature projects supported approximately 137,000 SHGs[99] (68 per cent under Tejaswini, see annex V) with an estimated membership of 1.6-2 million women in seven states. They improved women's access to financial services (see also sub-section later) or government social funds. Federations of SHGs (e.g. community-managed resource centres in Tejaswini) have grown to effectively play diverse functions, accessing finance, linking to markets, offering knowledge/technologies and networks, and offering springboards for small businesses and for women to be leaders (see also GEWE section).

102. **Capacity and performance of other types of grassroots member-based organizations (i.e. non-SHGs) have been less consistent.** For example, 121 fish marketing societies were supported by PTSLP, about 200 livelihoods collectives (cooperatives) by ILSP, 105 farmer producer organizations by APDMP, amongst others) (see annex V). Like SHGs, they have served as a main conduit to channel project support to/for members (e.g. training, materials and funding). There is some evidence that they contributed to improving members' access to finance, markets and knowledge (see also later sub-sections), but their strengths and capacity to serve members beyond the project inputs varied (see also impact section).[100]

103. **The quality and level of community participation and institutional capacity of grassroots organizations were influenced by the process, approach and the context.** In some cases, mobilization of community groups has taken more time and efforts, particularly in PVTG communities (e.g. JTELP, OPELIP), where many visits were needed to explain concepts. It was noted that in many cases, development planning process at village level supported by projects reflected more of information gathering and identification of the felt needs, without due attention to community's role in project management, their capacity building, implementation, participatory M&E, and exit strategy. CAIM, MPOWER and PTSLP have shown evidence of interactive participation (i.e. people participate through groups via joint analysis, development of action plans and formation or strengthening of local institutions), while Tejaswini and Nav Tejaswini have demonstrated self-mobilization (i.e. communities plan and implement the activities with external agencies act only as facilitators).[101]

104. The CSPE team's discussions in the field indicated that there were instances where people were brought into groups without understanding the merits of organizing themselves and without a shared vision - except that membership enabled them to access project services. The projects supporting non-SHG organizations have

[98] With one rationale being to steer youth away from joining radical extremist groups (JTELP design report).
[99] 94,374 in Tejaswini, 8,532 in PTSLP, 5,152 in MPOWER, 13,235 in CAIM, 3,632 in ILSP, 5,265 in JTELP, 7,288 in OPELIP.
[100] For example, the CSPE team interacted with some livelihood collectives under ILSP that demonstrated robustness in terms of community participation, collective action and economic activities. On the other hand, 34 per cent of the fish marketing societies in PTSLP phase 1 districts were not functional, and those established in phase 2 had even higher sustainability risk due to limited support in a short time (PTSLP PPE). The latter issue is likely to emerge also for cooperatives supported by LAMP or farmer producer organizations in FOCUS, as both ongoing projects suffered from delays, these organizations were established in haste, and only a short time is left in the projects.
[101] "The impact studies indicate that women in Tejaswini SHGs tend to speak out more in gram sabha (village council) meetings and make more demands of elected representatives. Tejaswini-linked women reached out to authorities and elected representatives to resolve problems more often than non-Tejaswini women" (Tejaswini PPE 2020, p.30).

generally paid less attention to monitoring and ensuring the quality/strengths of institutions (e.g. producer groups, cooperatives). Most of these organizations are involved in project-induced and project-defined activities receiving grants, subsidies and revolving funds (often without systematic savings practices). Significant delays followed by target-driven rushed implementation also contributed to reduced attention to outcomes. However, there are exceptions such as ILSP, Tejaswini, and to some extent in CAIM. [102] ILSP focused on moving beyond normal savings and credit to input and output aggregation, reducing the transaction costs and aiming for the economies of scale required to establish market linkage. This model influenced state government policy formulation and strengthened SHGs under the State Rural Livelihoods Mission. The ongoing REAP project is an attempt to replicate and expand the ILSP model, transforming community-based organizations into Livelihood Collectives and Farmer Producer Organizations.

105. **Project support to and linkage with existing village-level institutions enhanced local governance** benefitting wider communities and beyond project parameters. Grassroot level bodies under the Panchayat Acts and various government programmes have received support from nine projects (see annex V).[103] These include village level committees, village councils or village employment councils (under MGNREGA). With project support, a new structure was also formed in conjunction with existing local governing institutions in some projects. For example, gram sabha project execution committees created with JTELP support have continued to play a role in the planning and implementation of development interventions supported by different schemes and departments.

106. **Community-level infrastructures contributed to addressing basic needs and improved access to services and markets**. Interventions such as drinking water, road connectivity, farm service centres, multipurpose community centres, drying yards and solar lights have been popular with communities. For example, in OPELIP 518 safe drinking water units are reportedly benefitting 21,277 households.[104] The benefits of these schemes are relatively direct, with many works undertaken in collaboration with government schemes (mainly MGNREGA). It is at times unclear whether the similar/same outputs and outcomes would not have been achieved without the IFAD-supported projects – except for cases such as OPELIP which clearly facilitated the outreach of government schemes to remote disadvantaged areas and groups.[105] In some projects, SHGs or other groups manage the community infrastructure but the evidence of their involvement in operation and maintenance is weak, which raises a concern for sustainability (see sustainability section).

Improved and sustainable agricultural production systems and livelihoods[106]

107. **Introduction of improved techniques and/or varieties contributed to improved crop productivity to varying degree.** This was a common area of project support,[107] coupled with on-farm demonstrations and training in collaboration with line departments and district level agencies such as *Krishi Vigyan Kendras* (farm science centres). Projects supported the introduction and provision

[102] This is due to organizational culture and learning based on past experiences. In interactions with the CSPE team in the field, the MAVIM team, with most staff being with the organization (MAVIM) for a long time, demonstrated good understanding of how to support human and social capital enhancement that would be empowering and sustainable.
[103] OPELIP, JTELP, CAIM, ILSP, REAP, LAMP, FOCUS. APDMP, CHIRAAG
[104] OPELIP outcome survey reported 37 per cent of respondents in programme villages (versus 17 per cent in control villages) had water supply and improved sanitation.
[105] For example, based on the impact assessment, ILSP PCR reported about 57 per cent having piped water in their residence (compared to 29 per cent at baseline). However, the impact assessment report showed that a similar increase was experienced by "control households", i.e. from 23 per cent with piped water in residence at baseline to 52.4 per cent.
[106] See table in annex V mapping out interventions aimed at improved agricultural production, productivity and diversification,
[107] OPELIP promoted fruit and spice crops, mixed plantations of fruit crops and economic plants (lemon grass, hill broom), improved cereals/ millets cultivation practices, vegetables, pulses, oilseeds and tuber crops with 44,926 HHs. PVTGs in OPELIP were linked to Agriculture Intensive Clusters to strengthen and promote productivity, capacities and support marketing of specific crops (watermelon), and strawberry cultivation was promoted successfully in Sonebada in Odisha.

of high yielding or improved seeds and improved techniques (such as line sowing, system of rice intensification, mixed cropping, good agricultural practices, broad bed furrow). Crop yield increases, where so reported, were often attributed to these inputs.[108] In order to ensure access to inputs, projects supported seed conservation, seed treatment and nurseries, as well as vermiculture and compost production. LAMP has also invested in quality potato seed production in collaboration with the International Potato Centre.[109]

108. Projects' impact assessment or outcome surveys have some data on adoption of techniques or yield increase and there are positive testimonies. However, in general, there is limited evidence of projects gathering adequate information and compiling good practices to map which approaches worked well in which socio- and agro-ecological context and triggered adoption in fellow farmers or had a cascading effect (with some exceptions, such as Tejaswini).[110] The training to reduce post-harvest losses that was foreseen in the 2018 COSOP has not materialized.

109. **Small-scale irrigation schemes combined with soil and water conservation activities have contributed to increased production** through an added cropping cycle (e.g. off-season vegetables), expansion in cultivated areas, and/or yield increase due to secure access to water. Such positive results were commonly reported by farmers during the CSPE mission field visits (e.g. ILSP, OPELIP), although yield and production data linked to the interventions were not always available.[111] In ILSP, irrigation development resulted in a doubling of the cropped areas:[112] somewhat increased cropping intensity and vegetation cover was also confirmed through the CSPE's analysis on selected sites in micro watersheds (see annex VI and ENRM section). According to the available project data, six projects[113] facilitated the irrigation of 108,751 ha (44,340 ha directly supported by the projects, and the remainder through MGNREGA). The CSPE noted a couple of points for attention in relation to irrigation support. First, there was insufficient capacity building for better water management, which is particularly important when ground water was used (see also ENRM section).[114] Secondly, some types of small-scale irrigation structures (e.g. boreholes, tanks) each benefited only several households (e.g. 4-5 households in some cases visited in ILSP or JTELP), which may warrant attention to the issue of equity.

110. **Sustainable agricultural practices promoted by projects are likely to have had positive outcomes on productivity and/or production cost.** Most projects have generally promoted less chemical intensive farming, natural farming or organic farming through different mechanisms. For instance, CAIM supported techniques such as broad bed furrows, sowing against the slope and use of compositing. The "low external input sustainable agriculture" method was specifically focused on cotton with the Better Cotton Initiative in CAIM.[115] OPELIP

[108] For example, FOCUS, LAMP, OPELIP, Tejaswini, MPOWER, CAIM, ILSP.
[109] The production of improved inputs (apical root cutting of potato and seed production at a scale (1,000 tonnes of second generation seed produced in third year in farmers' fields).
[110] IFAD 2019. Tejaswini Synthesis Report reported findings of different practices on production from the impact assessment.
[111] For instance, OPELIP helped develop 868 irrigation structures and treated an area of 9,290 ha, but there are limited data linked production outcomes (with baselines or controls).
[112] The "evaluation of successful Interventions under the ILSP…" (ICAR National Institution of Agricultural Economics and Policy Research, 2021) reported that irrigated areas increased from 40-45 per cent of the area of each household in 2015 to more than 80 per cent in 2019. Communities in ILSP areas the CSPE team visited in the field also testified that previously barren lands are now cultivated thanks to access to water.
[113] These figures are taken from reports of MPOWER, CAIM, ILSP, JTELP, OPELIP and APDMP, including via micro-irrigation, water lifts, water harvesting, new ground water or stream sources, and rehabilitation of existing infrastructure. In addition, Tejaswini, PTSLP, LAMP and FOCUS report increased access to water bodies for irrigation, construction of temporary water harvesting structures or micro-irrigation, but did not report on the hectarage covered. See table in annex V for more detail.
[114] IFAD, 2022. APDMP PCR, and field visits to several projects
[115] Reaching 139,922 producers cultivating 151,607 ha in 1,204 villages. Additionally, 12,924 on-farm demonstrations of sustainable agriculture technologies and practices were organized, and farmers were trained in preparation and application of organic and botanical formulations for plant protection and growth, and pest treatment. CAIM PCR.

and JTELP have promoted natural farming practices, vermiculture, integrated nutrient/pest management and better sowing practices with STs. However, there is inadequate data that would demonstrate the impact on soil quality, water retention or yield, input/production costs vis-à-vis returns.

111. **Some projects promoted access to land, but the outcomes are not clear**. OPELIP has facilitated the allocation of individual Forest Rights Act land titles to eligible tribal/PVTG households (14,324 by July 2023) and provided inputs and training to cultivate longer-term crops such as pineapples and tamarind, also to encourage them to shift away from *jhum* (shifting) cultivation methods,[116] but there is limited data on changes in farming systems. FOCUS has supported temporary land pass allocations for farmers without land titles so that they can practice settled farming.[117] The FOCUS support for improved *jhum* management (including soil fertility improvement/management activities) was expected to result in *jhum* farming in the same place for longer instead of moving every year, however, this turned out to be based on a false assumption since the traditional practice of village councils allotting land for no more than 1-2 years to *jhum* households had not changed by the MTR.[118] The Nagaland 2022 Outcome Survey found slight improvement.[119]

112. **Machinery and equipment support brought direct benefits in terms of efficiency on farming operations and production, though there were also questions on their coverage, relevance and effectiveness.** Equipment such as tillers, backpack sprayers, women-friendly tools and processing equipment, chain link fences was provided through grassroots organizations (e.g. cooperatives) which manage and rent them to members.[120] There are reports of improved production and reduced drudgery (especially for women).[121] The chain link fences supported in ILSP were highly appreciated by farmers: they reduced labour of guarding crops against wild animals, and led to increased crop yields and the possibility to diversify to high value crops,[122] but they benefited only a limited number of farmers.[123] More broadly, the CSPE (and the recent internal audit mission) also observed a common issue with the relevance of equipment, needs identification, feasibility assessment, and procurement, leading to their non- (or under-) utilization as well as lack of records on actual use.[124]

113. **A wide range of interventions led to improved livestock production particularly by women.** These interventions[125] included: provision of better

[116] While *jhum* cultivation practices can be sustainable, the increasing population pressure has been considered to increasingly be putting pressure on more rapid rotations and poorer management.
[117] In Mizoram, land passes were provided to landless for 340 ha of land (2021 FOCUS supervision mission report).
[118] FOCUS MTR. "The project will face challenges in achieving the indicator of 70 per cent of households farming their *jhum* plots for more than 3 years".
[119] FOCUS, 2022. Annual Outcome Survey in Nagaland, 2022, found 45.3 per cent of respondents were cultivating on the same plot for three or more years.
[120] Such support was present at least in ILSP, JTELP, LAMP, OPELIP and APDMP.
[121] LAMP reported that power tillers became popular due to "quick completion of preparation and comparatively low cost" (October 2021 supervision mission). However, in general, the utilization of equipment/machinery via custom hiring centres and the revenues therefrom remained too low to justify the investments and ensure sustainability (September 2022 supervision mission).
[122] ICAR report (2021) on "successful interventions under ILSP" recorded 12 per cent of the project households hired the fencing for 773 ha and noted that the fencing was effective in protecting the crop from wild animals, which has led to diversifying the cropping system towards fruits and vegetables, increasing yields (20-60 per cent), realizing better returns, and reducing the drudgery of farm women.
[123] The fences are "rented" from the livelihoods collectives for a very low charge (about US$7-8 a year). They were explained as being temporary, yet in practice they appeared quite permanent. ICAR (2021) reported "The rotation of the fencing was one of the major issues reported by the farmers. The fencing, once fixed, is challenging to shift to another place, and hence a limited number of group members, mainly those whose representation is higher in the livelihoods collective, get the chance to hire it."
[124] For instance, in Jharkhand the IOE team visited a custom hiring centre. Some material was used quite well (tillers), only a little (back-pack sprayers), or not used at all (seed drills, pulse mills). Some equipment was still in plastic, and some unsuitable purchases had been made (wrong power supply), or the farmers did not receive training on using the equipment. In APDMP, tractors were purchased without trailers, restricting their optimal usage (December 2020 supervision mission).
[125] For example, in OPELIP, JTELP, Tejaswini, APDMP, ILSP, FOCUS, LAMP, MPOWER

breeds (cattle, goats, sheep, pigs, fish and chickens) or better quality indigenous animals; breeding centres for goats and pigs[126] to ensure access to quality animals; improved fodder/feed production; training on animal husbandry; training of community animal health workers (*pashu sakhi*); support to access Government-supported vaccination camps, artificial insemination and veterinary medicines; facilitating access to improved equipment (e.g. milking machines, chaff cutters); and links to finance and markets. APDMP reported that their rearer field school approach improved livestock management practices and contributed to reduced lamb mortality (from 20 to 7 per cent) and improved productivity.[127] The CSPE mission interacted with many women who have been able to increase and diversify incomes through improved livestock production and grow their herd (except where animals were hit by diseases[128]). However, the evaluation also noted more room for risk mitigation measures, for example, in relation to livestock disease and possible negative impact on the environment[129] (see also ENRM section).

114. Support to establish and capacitate community animal health workers (including many women, called *pashu sakhis*) was particularly noteworthy (e.g. MPOWER, OPELIP, JTELP, PTSLP, FOCUS and Tejaswini). They have effectively played a role in providing primary livestock preventative care, animal husbandry advice, vaccinations and first aid in locations where it otherwise would not be available.[130] This was highly appreciated by livestock owners and farmers met by the CSPE team. In Jharkhand, the CSPE mission met paravets who were very confident and knowledgeable, and were earning good incomes. At the same time, their effectiveness and sustainability also depend on the ongoing links to government veterinary services, payments for services, skills upgrading as well as legal/regulatory framework governing veterinary service provision (see also sustainability section).[131]

Access to financial services, markets and off-farm employment opportunities

115. **Improved access to financial services, especially by women through SHGs, has been a key achievement of the programme**. SHGs and higher-level federation membership have enabled access to internal and bank loans even without collateral. The 2016 CPE noted reluctance of banks to lend to SHGs (except in MPOWER), but it appears progress was made since then: public and private sector bankers in Maharashtra met by the CSPE team indicated their enthusiasm to loan to Tejaswini/Nav Tejaswini participants whom they consider well-trained with good financial discipline. The project data show that SHGs in ten projects had roughly INR 6.8 billion (approximately US$83 million) in savings and a total loan disbursed amounted to INR 13.9 billion (US$169 million)[132] (see table in annex V). Some projects, most notably in PTSLP, also facilitated the development of and access to insurance products.[133]

[126] Run by SHGs or youth groups in JTELP, and by the animal husbandry and veterinary department of the state government in FOCUS Mizoram.
[127] IFAD, 2022. APDMP PCR
[128] It was reported that African Swine Fever has killed many pigs recently.
[129] In most cases this appears to have been considered, by emphasising stall-feeding.
[130] Altogether 16,240 community workers, including *sahyoginis, pashu sakhis, krishi mitras*, *artisan sakhis* and community workers in general, were reported to have been trained (the figures of pashu sakhis are not always possible to separate, but at least 2631 are community animal health workers). Reported in Tejaswini, PTSLP, FOCUS, MPOWER, CAIM, JTELP, OPELIP, APDMP, Nav Tejaswini and REAP. These community workers were trained in other projects also but specific numbers weren't reported.
[131] A possible issue regarding the legal status of them performing acts of veterinary science was mentioned in Maharashtra, where there are more trained veterinarians available, and therefore paravets focus more on nutrition and animal husbandry services rather than veterinary care – although this offers less incentive.
[132] Data were gathered from supervision reports, annual outcome survey, PCRs, PCRVs, and PPEs. The data are from different points in time of each project and should be seen as only indicative. The data on savings do not include the loan amounts given within each SHG from the savings, since the data on intra-group loans using savings are not available in most of the projects.
[133] Community-managed resource centres members met by the CSPE mission in Nav Tejaswini reported that most SHG members have life insurance, health insurance, livestock insurance and crop insurance, and are very satisfied. However,

116. The SHG performance varied in terms of social capital, funding mobilization and financial discipline[134], also reflecting the context, the time and quality of support. Maharashtra (CAIM, Tejaswini) and Tamil Nadu (PTSLP) have a long history of SHGs. On the other hand, SHG support or community mobilization in general is more challenging with marginalized and less literate PVTG communities (Jharkhand, Odisha[135]), or areas with limited transport access (Meghalaya, Mizoram and Nagaland). Furthermore, the quality of social mobilization, capacity building and participatory approach influences the strengths of SHGs (as well as other types of grassroots institutions). MAVIM in Maharashtra demonstrated experience and competence in this aspect.

117. Some progress has also been made by non-SHGs organisations to improve access to finance, but their progress is less consistent. Many of them have less time since beginning operations than SHGs and in general, there was less attention to a nurturing saving culture. Integrated village cooperative societies supported by LAMP have facilitated access to financial services for people in remote areas. Of 330 cooperatives in LAMP, 140 act as business correspondents for the Meghalaya Cooperative Apex Bank Ltd. and for example, offer mini-ATM services. However, the membership base is still small, capacities are still weak.

118. **Well-capacitated grassroots member-based organizations contributed to linking small-scale producers to markets** through aggregation and collective negotiation power, though with varied capacities and performance. The examples that stand out are: community-managed resource centres federating SHGs (Tejaswini Maharashtra and Nav Tejaswini), livelihoods collectives in ILSP; and fish marketing societies in PTSLP. As of mid-2022 in Nav Tejaswini, 29 community-managed resource centres had signed a memorandum of understanding with aggregators and marketing organisations.[136] Livelihoods collectives and federations supported by ILSP (registered as cooperatives) facilitated output aggregation (through collection centres) as well as contracts with market players. Farmers in the ILSP/REAP area reported that they were satisfied with the role of the livelihoods collectives in buying their produce for resale, processing and packaging, or facilitating buyers for specialized crops. According to the PTSLP PPE, fish marketing societies (supported in phase 1) facilitated collective marketing. Seven projects have initiated (or are initiating) farmer producer organizations or farmer producer companies.

119. **In general, with some exceptions as noted above, many of these organizations are still dependent on project funds and operate with loss or low profit margin**. Some weaknesses in capacity building support to these organizations were noted, for example, largely supply-driven training without clear needs assessments, post training evaluation or follow-up support.[137] In a number of cases, the formation of these organizations was incentive and outputs driven (see earlier in effectiveness section), with substantial grant/subsidy support from project or government schemes with convergence. An exception is the case of MAVIM (Tejaswini/Nav Tejaswini) which has developed a comprehensive approach

while several projects refer to insurance products, the performance and effectiveness of insurance products among the participants is not clear.

[134] For instance, the repayment rate ranged from 99 per cent in CAIM, to only 42 per cent in JTELP.

[135] Although Odisha Rural Livelihoods Mission reported that the financial performance of OPELIP-supported SHGs was better than their own.

[136] For example, the CSPE team visited a Maharashtra dairy cooperative which is buying milk from six milk collection centres organized by the local community-managed resource centre with MAVIM support. All of the collection centres and farmers are now members of the cooperative, which then provides support services (such as training, veterinary advice, financial advances for cow purchases, subsidized milking machines, chaff cutters and silage bags, an annual bonus from profits), regular payments and assured markets for the producers. The cooperative benefits from guaranteed milk supplies in a competitive market.

[137] In APDMP, the project completion report validation points out that “the delivery of the training on business planning, crucial for farmer producer organizations was of weak quality” (APDMP PCRV).

to mobilization and capacity building of community-level organizations, as reflected in the capacities of SHG federations.[138]

120. **There has been modest progress in value addition and off-farm enterprise development.** Some projects have promoted primary processing and packaging for direct sale, for instance, turmeric (ILSP, LAMP, Tejaswini, JTELP), rhododendron juice or jam production (ILSP), millets (OPELIP), dal (Tejaswini) and some spices. However, these were mostly at rudimentary level and not consistently supported by solid business plans. The investments in branding and packaging (and hygiene certification) were not common, with some exceptions (e.g. ILSP under which the "HILANS" brand was developed under which SHG members' produce are packaged and sold also on-line; Tejaswini where bags of dal processed, packaged and branded). ILSP also provided challenge funds to NGOs and the private sector to support farmers to produce new products and find markets.[139] Nav Tejaswini is expanding its off-farm sector activities, for instance establishing 23 garment units along with training SHG members for employment and small business development. CAIM also supported the development of 2,172 non-farm enterprises of various types.[140]

121. **Transport infrastructure support was expected to address the issue of physical access to markets, but there is limited data on their contribution to improved marketing or financial viability.** In the hilly areas (e.g. Meghalaya, Mizoram, Nagaland) or remote areas with tribal communities (Jharkhand, Odisha), transport infrastructure support (roads, bridges) is critical to improve connectivity. Some projects also supported market structures and collection centres to "bring" the markets nearer to the farmers. The ILSP PCR noted that 81 per cent of project households reported that their physical access to market improved, compared to 27 per cent of the households from control groups. In general, there is limited data beyond the kilometres of road or the number of marketing/collection centres to illustrate how these infrastructures increased (or are expected to increase) the amount and value of produce marketed or how financially viable they are.[141] In LAMP, road interventions implemented (226 km) without clear linkage with other components in the initial period were considered by its MTR as "unlikely to contribute to the development competitive local supply chains and clusters" and were discontinued.

122. **There has been some success in facilitating contractual arrangements between producer groups with private sector partners, though overall, the efforts to explore the potential for structured partnerships with the private sector were not highly visible.** Successful examples were noted in CAIM (Better Cotton Initiative as well as other players for a diverse range of products) and Nav Tejaswini (e.g. links to a dairy cooperative, flower seller). The ongoing LAMP has tied up with IDH to develop market linkages with organized industry players for the

[138] The capacity building programme covers various areas such as SHG training, training based on village development committee, training based on CMRC, training on bank linkages, livelihood training, legal literacy and financial literacy. These training programmes covered areas such as conflict resolution, decision making, gender equity, roles and responsibilities of SHG members, leadership, training skills, institutional linkages and financial management. (Karvy, 2017).

[139] For example, Himalayan Action Research Centre for promoting Tulsi (Sacred Basil) and flower-based livelihoods covering 200 households. IFAD 2020. ILSP PCR.

[140] Including 31 milk collection centres, 14 agricultural service centres, 195 turmeric processing units, 66 dal processing mills, 127 mushroom/grocery shops, 6 wool making units, and 1 integrated ginning mill unit, and 1,775 Small Producers Agribusiness Resource Centres.CAIM helped construct 213 value addition facilities (target of 100), mainly grading and processing units (e.g. cleaned graded soybean and red gram) and built/renovated 15 rural storage warehouses (target 10) (CAIM PCR).

[141] For example, the LAMP's supervision mission in October 2022 commented on the project support for farmer markets (prime hub) as follows: "The entire focus of the project seems to be creating number of farmer markets, one in each block without a comprehensive data or plan on the catchment area, number of farmers, volume and type of produce available, availability of pre-existing marketing infrastructure, number of traders in the area, current trading practices and gaps. In the absence of such knowledge, there is a threat to efficient running of these markets".

spices,[142] but there is not sufficient experience yet. The projects have moved relatively recently to a value chain approach or a cluster-based approach where clusters have been mapped based on quantities of production in a particular geography (such as agricultural implementation clusters in OPELIP), but such approach is still nascent. In general, the predominant approach in the projects has been to try to turn producer organizations into market intermediaries to channel produce to consumers, with limited examples of efforts to bring together market actors to explore opportunities for mutually beneficial partnerships (such as via multi-stakeholder platforms or B2B facilitation).[143]

123. **Several projects have promoted vocational training, especially for youth, with mixed success**. For example, ILSP has facilitated training from vocational training agencies to 20 per cent of project households in a wide range of topics (though many were on-farm enterprise related).[144] The most visible achievement in terms of youth employment creation has been in the form of community level cadre.[145] It is noted that classification of vocational training provided within the youth groups tends to follow gender stereotypes.[146] In a few cases (PTSLP, JTELP, MPOWER), there was a mismatch between vocational skills being provided, market opportunities and aspirations.[147]

Innovation

124. **Several social and institutional innovations have been successfully introduced**. Examples include the bravery squad (*shaurya dal* – see GEWE section for more details) in Tejaswini (in Madhya Pradesh) which was also noted in the 2016 CPE, para-legal workers (*kayadasakhi*) and other community level cadre that have been successfully piloted and replicated. Although still at an early stage, the involvement of men in awareness raising in their communities on gender issues in Tejaswini and Nav Tejaswini (*mitra mandal*) has the potential to be transformative. (see the GEWE chapter). Also, APDMP successfully piloted rearer field schools, which promoted collective exchange of knowledge, skills, experience and indigenous livestock practices among livestock rearers, and interactions with livestock specialists providing advice and veterinary services. The state government reportedly scaled up the scheme. In addition, APDMP piloted a community-managed seed system (for groundnuts and red gram). Farmer producer organizations then sold 'truthfully labelled' (certified) seeds directly to the Andhra Pradesh State Seeds Development Corporation for a good price. This system has been sustained.

125. **Digitally-based innovations are observed in some projects.** Tejaswini (Maharashtra) has adopted innovative practices such as digital financial services and cashless transactions in its SHGs and gave digital literacy training to the members to use them. A fully computerized management information system developed in Tejaswini played an important role in regular monitoring of SHGs and

[142] IDH has created a network of around 20 industrial buyers for the project who have sampled the produce of the farmers. A buyer seller meeting was organized in Shillong where 10 prominent spice companies participated and held discussions with project staff and cooperative members. Spices grown by farmers include ginger, turmeric, black pepper, long pepper and bay leaf. (LAMP supervision mission report October 2022).
[143] With ICO support, Nav Tejaswini organized a meeting with the representatives of the World Economic Forum. It was planned that a non-financial partnership agreement be signed with WEF and conduct commodity specific multi-stakeholder platforms.
[144] ILSP trained 24,398 youths, 86 per cent women, in a broad range of mainly off-farm activities. Of these, 6,501 gained employment and 9616 chose self-employment. (ILSP 2021. End Term Evaluation, Component 1, Inspire.)
[145] For instance youth are trained as paravets (JTELP) or as community literacy volunteers giving functional literacy training to the elderly (OPELIP). This gives them recognition, a sense of ownership in the community and provides them with an alternate source of revenue/income.
[146] JTELP PCR with training for girls in tailoring, beautician work, grocery store management; and young men in silkworm rearing/production, reinforcing stereotypes as noted during the CSPE field mission. (CSPE field observations and discussions with adolescent girls and young men; ILSP MTR pg.17.)
[147] The PTSLP PPE found that the project "failed to consider the job market and its requirements, the preference of youth for employment opportunities, and adequate linkage for apprenticeships".

strengthening their performance.[148] Web development, social media and mobile apps, and the use of GIS maps have been discussed in many of the projects, however there is a dearth of information regarding the information and communication technology (ICT) readiness of the participants, particularly among poor and marginalized groups.

126. **Innovations in financial products or bank linkage facilitation were successfully developed and replicated locally by other stakeholders.** PTSLP developed several innovations in financial products tailored to their target groups, including the Patience Capital Assistance Fund, accident insurance and boat/equipment insurance schemes for fishers, and total financial inclusion programs for fish vending women.[149] Tejaswini Madhya Pradesh initiated a Happiness Fund, which was successful in supporting SHG members who were destitute and did not have the ability to save.[150] Some of the projects have integrated business development correspondents (*bank mitra*) in their programme to facilitate banks to provide financial services at the doorsteps of the rural poor (e.g. MPOWER). Tejaswini Maharashtra nominated business correspondents at the institutional level, with some community-managed resource centres. PTSLP integrated the business correspondent model with panchayat level federations of SHGs and joint liability groups.

127. **Time and labour-saving innovations were particularly beneficial, including for women**. Sorting grain for home consumption is a time-consuming task for women. The introduction of spiral grain separators in CAIM (reported in 2015 as the first use by women in the targeted population) dramatically reduced this drudgery and allowed for other remunerative or social activities. Chain link fences, used to protect crops from wild animals (such as boars) and new to the project area, were successfully promoted in ILSP.[151] They were highly appreciated by farmers for protecting crops and reducing the drudgery of guarding, and the concept has been picked up by Government. However, the evaluation noted some concerns regarding elite capture, and the method for distribution and rotation seemed unclear (see also effectiveness section).

128. **There are some examples of technological innovations.** PTSLP enabled further development of artificial reef technology in collaboration with national research institutions.[152] These research institutions had been already working on artificial reefs, but the partnerships with the project facilitated the modification of the design and implemented a study on impact. These artificial reefs supported by PTSLP have helped regenerate fish stocks and restore biodiversity in inshore areas, and were popular with fishers.[153] However, given the complexity in coastal resources management, this innovation can be impactful only with significant scaling up.

[148] A system was developed, and a community cadre regularly monitors SHG performance against agreed parameters and follow-up actions were devised depending on the number of alerts, severity of issue and persistence of poor performance. Strong SHG performance monitoring helped build confidence in community-managed resource centres and SHGs and encouraged banks and other agencies to engage with them. (Tejaswini PPE).
[149] PTSLP PPE found that the project supported the development and testing of modifications of approaches used elsewhere in rural finance and innovative, community-based microinsurance schemes.
[150] The Happiness Fund initiative identified destitute women who were not normally served by the SHG system. It provided capacity building and loans at zero interest to be repaid in easy instalments. The Happiness Fund also strengthened the mental, physical and emotional development of destitute women. Thus it is more than a revolving fund – rather it is an innovative scheme to reach the unreached for microfinance, who could later benefit from revolving funds.
[151] IFAD 2021. ILSP PCR – "The key benefits from this activity include: (i) reduction in crop loss - yield loss saved on account of chain link fencing is around less than 20 per cent for 44 per cent of the farmers and 20-40 per cent for another 36 per cent farmers; (ii) renewed interest of households in farming; (iii) increased focus on cash crop cultivation; and (iv) higher income from farming. This intervention is being scaled up by other government programmes.". p.21. 12 per cent of project households benefited.
[152] The Central Marine Fisheries Research Institute, and the National Institute of Ocean Technology. PTSLP PPE.
[153] IFAD, 2022. PTSLP PPE. Research on the artificial reefs showed an increase in fish stocks in inshore areas, with increased fish catches, at more shallow depths, and reappearance of fish varieties.

129. Research and international organizations made some contributions to projects on specific technologies. For instance, the International Potato Centre worked with LAMP to produce early maturing, heat-tolerant, disease-resistant and/or biofortified potato varieties in farmers' fields and train extensionists to replicate them for seed. A finger millet thresher was developed by ICAR-Vivekananda Parvatiya Krishi Anusandhan Sansthan and provided to federations in ILSP, however they didn't prove gender-friendly and were not successful.

Summary: effectiveness including innovation

130. **Effectiveness** and **innovation** are both rated as **moderately satisfactory (4).** Overall, positive results were achieved for work with SHGs, community organisation development, access to finance and bank linkages and improving agricultural production. However, the progress has been limited to modest on improving access to markets, without systematic efforts to develop partnerships with the private sector. Support to grassroots organizations oriented to production and marketing activities has been largely output and incentive driven and has not provided a strong basis for the development of self-reliant and sustainable institutions. Several innovations have been successfully introduced in various aspects, such as social, institutional, technical and financial products. However, most of these were from the earlier established projects, which have had more time for development.

D. Efficiency

131. The efficiency assessment looks at the extent to which the intervention or strategy delivers, or is likely to deliver, results in an economic and timely manner. It involves two areas: operational efficiency (how well the intervention was managed, including timeliness, business processes) and economic efficiency (conversion of inputs into results as cost-effectively as possible).

Overall timeline in projects

132. **Significant delays occurred during the start-up period after approval in most projects.** With regard to the timeline from approval to the first disbursement, the average period in the India portfolio is longer than the South Asia sub-regional[154] or the Asia regional average, except for the step between entry into force and the first disbursement (table below). The timelines in the individual projects show some variation (see annex V): PTSLP experienced the longest lag between approval and the first disbursement (2.5 years) even though this project had been processed exceptionally quickly following the tsunami disaster.[155] In FOCUS, the first disbursement occurred quickly (only four months from approval), but the start-up process was still delayed. In general, the delays in the initial phase were primarily attributed to factors such as the national and state/local elections[156] (MPOWER, ILSP), changes in the lead project agency (PTSLP[157]) and delays in release of funds from state governments[158] (e.g. Tejaswini and ADPMP).

[154] South Asia sub-region includes Afghanistan, Bangladesh, Bhutan, Cambodia, Nepal, Pakistan and Sri Lanka.
[155] The tsunami disaster occurred on 26 December 2004 and the project was approved by April 2005 Executive Board. All post-tsunami support projects also in other countries (namely, Indonesia and Sri Lanka) were processed quickly but experienced delays (project performance evaluations by IOE on relevant projects in Indonesia, Maldives, Sri Lanka).
[156] The MPOWER start up faced considerable delays due to the state elections and other formalities, and activities did not properly commence until May 2010, although the IFAD financing entered into force in December 2008. (MPOWER MTR 2012). The entry into force for ILSP occurred in February 2012, but following the devasting floods in June 2013, the progress was further hampered due to the assembly, panchayat and national elections which took place in 2012, 2013 and 2014.
[157] Changes in the designated lead project agency required an amendment to the original financing agreement, leading to an effectiveness lag of 27 months before the first disbursement. (PTSLP PPE)
[158] Tejaswini PCR noted that delay in releases of approved budgets by the government resulted in slowing down the pace of implementation. Similarly, the APDMP PCR reported that chronic delays in releases of approved budgets by the government resulted in implementation delays and also explained that due to bifurcation of the Andhra Pradesh state (splitting into two states in 2014), the fiscal space of the Government was reduced and resources were prioritized for other welfare activities.

Table 5
Timeline between approval to first disbursement (in months)

	Approval to signing	Signing to effectiveness	Approval to effectiveness	Effectiveness to first disbursement	Approval to first disbursement
India portfolio average*	6.2	2.6	8.8	8	17
Asia average**	4	1.6	5.6	9.3	15.3
South Asia average**	4.9	1.2	6	9.6	16

Source: Analysis of IFAD data from Oracle Business Intelligence.

* For 13 projects covered in this CSPE (approval year between 2005 and 2022)

** For projects approved after 2005.

133. **Disbursement and implementation delays have also been a recurrent issue.** Supervision mission ratings show overall poor disbursement performance.[159] The historical disbursement data demonstrate a repeated pattern of slow disbursement in the first part of the project period, with acceleration mostly observed in the later years though not in all cases (annex V). For nine out of 10 completed or mature projects, the disbursement rate for IFAD financing at MTR was less than 25 per cent. Tejaswini[160] and PTLSP[161] reported to have experienced difficulties in disbursements after obtaining additional financing, which is likely to have contributed to lack of improvement in ratings. In some cases, there were also challenges in convergence with government schemes, causing delays.[162]

134. The delays in implementation led to partial loan cancellation of significant amounts during the implementation for APDMP and JTELP.[163] APDMP's implementation period was also cut short by one year, in light of lack of improvements in implementation. For JTELP, although the partial cancellation took place less than a year before the planned completion, there was still unspent loan resources at closure (about US$6-7 million).[164] These cases indicate inefficient deployment of available financial resources within the portfolio. Some of these resources were reallocated to other ongoing projects, but the justification for additional financing to a project with poor disbursement performance was unclear (see also IFAD performance section).

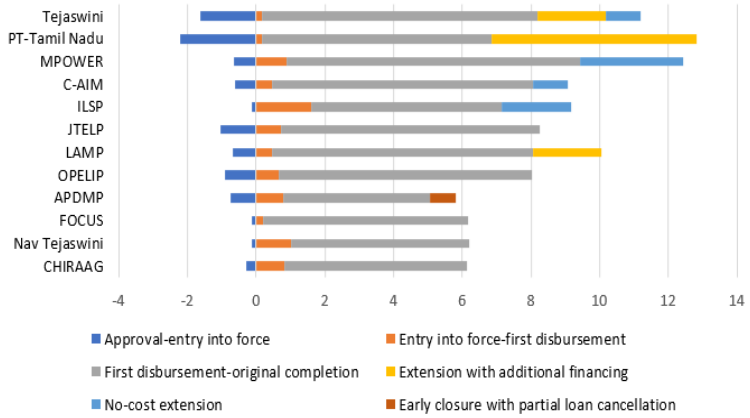
135. **Staffing and procurement issues were the main challenges negatively impacting the efficiency.** Almost all completed and ongoing projects have suffered from issues with recruiting and retaining key project personnel at managerial and technical levels.[165] Shortcomings in procurement documentation and processes for both completed and ongoing projects were reported by

[159] The annual average ratings provided by supervision missions on "acceptable disbursement rates" constantly stayed under "moderately unsatisfactory" (3) despite some improvements since 2019 (see annex V). Of all historical self-ratings by supervision missions on disbursement for the projects covered in the evaluation (107 entries), 93 per cent of these were in the unsatisfactory zone (i.e. below 3 on a scale of 1-6).
[160] Mahila Vitta Vikas Nigam (Tejaswini's lead implementing agency in Madhya Pradesh) faced difficulties in spending the additional financing, given that the project area remained the same and no additional districts were targeted. (Tejaswini PPE)
[161] According to the 2018 supervision mission, the low rate of disbursement was attributed to a late release of funds by the State Government to finance the project implementation in the new districts which are financed by the additional loan.
[162] For instance, OPELIP experienced delays in 2019-20, due to a delay in receiving the convergence funds by the Government for tribal development (MTR). LAMP's self-assessment reveals that bureaucratic bottlenecks within government structures and misaligned timelines lead to less convergence opportunities than anticipated.
[163] The IFAD loan was reduced from US$75.5 million to US$34 million for APDMP (cancellation of US$41.5 million) and from US$51 million to US$39.5 million for JTELP (cancellation of US$11.5 million). See also annex V.
[164] The JTELP PCR comments: "IFAD could have taken priority steps to cancel these resources before completion; however, being highly concessional loan resources, both Government of India and Government of Jharkhand were not keen to forego the resources".
[165] PTSLP had eight project directors between July 2007 and September 2011. For JTELP staff turnover occurred at management level (e.g. three persons for the state project director in the first four years), technical level, facilitating NGOs and technical support agencies. In Tejaswini Madhya Pradesh, there were 11 managing directors and 8 project directors (PCR). In ILSP, the "initial years delays were encountered in hiring of contractual staff, technical experts and technical agencies, and in positioning district level teams (PCRV).

supervision missions for more than half of the projects in the portfolio. Delays in recruitment, high turnover of the leadership positions and staff, and/or staff shortage, and procurement weaknesses resulted in the delays in implementation (see more in Government performance). Similar issues were highlighted also in the previous 2015 CPE.[166]

136. **Five of the seven completed projects were extended - in all cases with the results assessed as satisfactory at completion**. Two (Tejaswini and PTSLP) had an exceptionally long duration (11 and 13 years[167], respectively) with additional financing but also with additional coverage and targets. Three projects (MPOWER, CAIM, ILSP) had extensions without any additional financing, and all of them had faced implementation delays, but the extensions were also justified on the basis of external factors (ILSP[168]) or for consolidating the results.[169] Among the five projects for which the project duration was extended, except for one (CAIM), the efficiency criterion was still rated moderately satisfactory or better by IOE, and in all cases, the overall achievement was assessed to be in the satisfactory zone.

Figure 3
Project timeline (year)



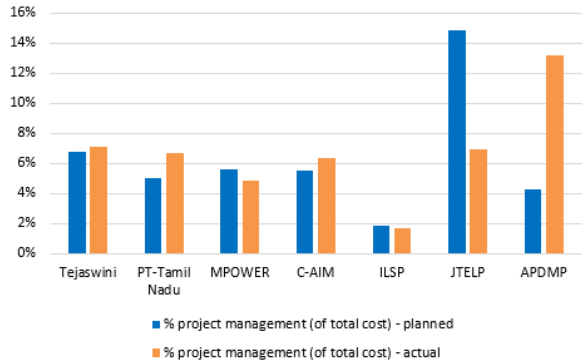
Source: IFAD database (Operational Results Management System)

137. **The reported proportion of project management is low in most cases and reasonable in others, although the costing approach may have resulted in under-stating the expenditures on project management**. For six of the seven completed projects, the proportion of actual project management cost against the total cost was low (ranging between 2 and 7 per cent), and for one (APDMP) it was reasonable. (figure below)[170] Notably, the project management cost for ILSP was remarkably low, below 2 per cent. However, it should also be noted that in ILSP, the management of the main component was costed under the same technical component (livelihoods and food security) rather than the project management component, and the similar approach was adopted the costing of other projects, hence, such practice would have resulted in understating the project management costs. In addition, the low percentage of reported project management cost could also be explained by relatively high project cost in convergence with the Government schemes/funding (one project cost over US$300 million, and three

[166] The 2016 CPE noted the following common patterns relating to delays and sluggish implementation: (i) high turnover of project staff; (ii) long drawn-out procedures for getting staff on deputation from other public services and agencies; (iii) non-competitive compensation packages; (iv) non-conducive contractual arrangements with NGOs; and (v) cumbersome procurement procedures.
[167] The extension for PTSLP - initially for four years - was justified by the expansion into six additional districts with additional financing (US$22.5 million).
[168] Such as floods and the disruptive impacts of COVID-19 pandemic.
[169] The justification for MPOWER extension was for the upscaling of a livelihood models to two more blocks in the same six districts. The PCR for CAIM reported that one-year extension allowed the project to "further strengthen the sustainability of community-managed resource centres and the hand-over of the Better Cotton Initiative activities for further expansion".
[170] Based on the IFAD Financial Management and Administration Manual recurrent costs (salaries and operating costs) should not exceed 15 per cent of total project costs.

over US$100 million), as well the ability of the implementing agencies, such as MAVIM, to leverage the existing state-wide networks.

Figure 4
Proportion of project management cost against total cost in completed projects (per cent)



Source: Project design reports, project completion reports

Note: For Tejaswini which covered two states and had two project teams, a merged figure is provided.

138. **All completed projects were reported to have been economically viable.** The estimated economic internal rate of return at completion ranged between 17 and 36 per cent, against the opportunity cost of capital ranging between 7.5 and 12 per cent (see annex V). All these estimates, except for APDMP, were higher than the projection at design. In view of the mostly satisfactory assessment of the results (effectiveness) except for APDMP, it is plausible that these projects generate economic benefits. However, some caveats may also be noted about the data and the assumptions used.[171] All projects suffered from delays in implementation, which could affect the sustainability of benefits and benefit streams in the coming years (for example, sustainability of groups).

139. In the case of ADPMP, the PCR estimated the economic internal rate of return at 17 per cent, below the projected rate of 19 per cent at design but still higher than the opportunity cost used in the analysis (7.75 per cent). Nevertheless, the validity of the analysis may be questioned given that the project clearly had limited outreach, outputs/outcomes and low financial execution, with not only significant implementation delays but also shortened project duration.

Utilization of allocated resources and efficiency: country portfolio perspective

140. **The evaluation notes efficiency issues at the country portfolio level**. There were two projects that were fully designed (for one of which, the loan negotiation also took place) but were not processed further: Scaling Up Agricultural Technologies for Smallholder Farmers Project (SCATE) and Bihar Aquaculture and Livestock Improvement Project (BAaLI) (see annex V for basic information on these projects). The unfortunate slippage of these projects in the last stage presents the inefficient use of time and resources that had been invested in designing them. The resources that were not utilized for these two projects were then absorbed by REAP, which was designed in a short time span (six months from the concept note to the approval). Additionally, partial loan cancellations of significant amounts were made for two projects (JTELP and ADPMP) (see above). See annex V for showing resource allocations and utilization.

[171] For example, with reference to the reported economic internal rate of return, PPE Tejaswini noted: (i) the concern raised by the PCR on the quality of supporting data with many assumptions made regarding the price of inputs and outputs, and productivity for each commodity; and (ii) the concern about the long-term benefits of livelihood models supported because of their subsistence stage and inability to generate household-level surpluses.

Efficiency – summary

141. This CSPE finds that the efficiency issues identified in the previous CPE have remained mostly unresolved. Most projects have experienced challenges related to staffing, procurement, and the timely release of funds, leading to implementation delays and in some cases time overruns. At the country portfolio level, two fully designed projects failed to materialize. There are also positive indicators such as the low or reasonable management costs, high cofinancing through convergence and economic efficiency, although some caution is needed with regard to the data reliability. **Efficiency** is rated as **moderately unsatisfactory (3)**.

E. Rural poverty impact

142. This section analyses the contribution of the country programme according to the following impact dimensions: (i) incomes, assets and productive capacity; (ii) household food security and nutrition; (iii) human and social capital; and (iv) institutions and policies.

143. The main available evidence sources for this section were the PCRs, PCRVs, M&E data, outcome surveys, and impact studies. However, PPEs and PCRVs often noted issues with the methodology in outcome/impact assessments and the quality of the reported data (see annex V). There were uncertainties regarding the sampling approach and the comparability of the data (with baseline data and/or with the 'control group' – where these were included).[172] Other concerns included: data based on perceptions (e.g. whether the respondent thinks his/her income has increased for whatever reasons); reporting percentage figures based on a small sub-set of respondents[173]; lack of 'sense-making' of the data collected using mixed methods; and using not fully comparable data (e.g. from baseline, mid-term and annual outcome surveys) with inconsistencies in the analysis.[174] It is also noted that the period of the CSPE coincided with large economic shocks, such as COVID-19 and the war in Ukraine. Finally, the presence of many government schemes makes it difficult to understand the extent of contributions by the projects. The assessment below is based on the triangulation of data from different sources, including discussions and interviews and direct observations in the field, but with the limitations and considerations, the challenges in ascertaining the scale and magnitude of the impact discussed should be noted.

Household income and assets

144. Key impact pathways to increased incomes identified in the projects (with some linked to each other) include the following: (i) better access to finance facilitating engagement in income-generating activities (on-farm or off-farm) and/or reducing the cost of borrowing; (ii) increased crop productivity through the adoption of better farming practices and/or new crops and crop diversification increasing the volumes and value of marketable produce; (iii) improved or additional livestock rearing through animal husbandry training, better animal health care and material support for kick-starting (e.g. provision of animals, feeds); (iv) improved access to markets, higher selling prices and reduced dependency on middlemen[175]; (v)

[172] For example, with regard to the impact assessment studies in two programme states for the Tejaswini programme, the PPE found the use of a control group consisting of non-SHG members from the same villages as Tejaswini-SHG members as problematic since there were likely to be intrinsic differences between those groups. The adequacy of the selection of the control group (drawn from "control villages") and the comparability was unclear, for example, in CAIM impact assessment.
[173] For example, the CAIM impact assessment reported 74 per cent of the farmers who followed the "Better Cotton Initiative" reported an increased yield and increased net incomes from cotton. However, it was based on only the responses from 5 per cent of the respondents who reported having adopted the technique.
[174] For the impact assessment for PTSLP conducted by the IFAD's Research and Impact Assessment Division, the methodology and statistical analysis were found to be relatively robust, but there was no comparison with baseline data and only a limited indicators were analysed and written up (PTSLP PPE).
[175] For example, MPOWER impact assessment noted that project respondents relying on middlemen for marketing reduced from 65 to 35 per cent between pre-SHG days and 2016, while for control households the change was much less (from 65 to 60 per cent).

decreased cost of production and reduced dependency on external inputs; and (vi) drudgery reduction, time/cost saving and more efficient productive activities through the introduction of mechanized tools and community infrastructure (e.g. roads, drinking/domestic water supply systems).

145. **Most completed or mature projects are likely to have contributed to increased incomes.** Available project data mostly reported increased incomes except for APDMP.[176] For example, the impact assessment on PTSLP estimated that gross annual household incomes were 23 per cent higher for beneficiary households (equivalent to US$416) than for comparable non-beneficiary households, bulk of which came from fishing. The Tejaswini PPE also confirmed a positive but modest impact on household incomes (average monthly household incomes of INR6,190 by project-supported SHG members compared to INR 5,380 by a control group). Across the portfolio, one of the visible contributions to increased incomes has come from increased agricultural productivity and production (for example, due to "hardware" and material support such as irrigation schemes, quality animals or seeds, coupled with advisory services) (see also effectiveness section). Another common pathway was that access to finance through community-level groups and organizations (e.g. SHGs) enhancing income generating activities.[177] In PTSLP which achieved a number of results on financial services and products, reduced borrowing from moneylenders meant less expenditures on debt repayments.[178]

146. **Where the increase in household assets was reported, the magnitude was not substantial and/or the project contribution was unclear.** The PTSLP impact assessment reported that project participants used increased incomes derived from fishing activities to acquire more efficient fishing boats and gear but that there was only a minor increase (4 per cent) in household assets attributable to the project. Tejaswini and MPOWER both reported improved asset ownership by project participants (e.g. assets such as mobile phones, LPG stoves, televisions, bicycles and motorcycles, or productive assets like agricultural land or tools). However, the extent to which the projects contributed to such changes was not clear. There was also a question on who within the household (men or women) operates and controls the assets like mobile phones and motorcycles.[179] In many cases, reported increase in assets would also have been the direct "outputs" of project activities, where such assets were provided (subsidized) by the projects.

147. **Project experiences show the importance of strengthening resilience and safeguarding the gains in incomes and assets.** Projects such as PTSLP and Tejaswini not only provided an opportunity to SHG members to meet their short-term credit needs but also increased their chances of availing loans from microfinance institutions and banks. The PPEs on both projects noted a potential concern of over-indebtedness from multiple borrowing to repay debts, although they did not find the evidence that this was a common serious issue.[180]

Human and social capital and empowerment

148. Human capital development refers to the process of enhancing individuals' skills, knowledge, health and overall capacity to contribute to economic and social development; while social capital development is focused on working to strengthen

[176] For APDMP, it was reported that annual average income from farm activities was lower for project households (INR 65,191) than control households (INR 72,718) representing an increase of 28 and 26 per cent respectively over the baseline, respectively (PCR with a reference to annual outcome survey 2021 and baseline report 2019).
[177] For example, PTSLP PPE found that the most successful income generating activities included tailoring and garment-making, seashell crafts and jasmine and moringa production. Tailoring and garment-making was supported by well-designed technical training and sustainability strategy (i.e. linkage with tailoring companies and loans organized for the acquisition of sewing machines).
[178] PTSLP PPE.
[179] For example, discussed in the PCRVs for Tejaswini and MPOWER, both having had an emphasis on women's empowerment.
[180] According to the PTSLP PPE, some women reported the struggle of managing repayments and borrowing from another source to fulfill their obligations towards loans taken from SHGs or joint liability groups.

networks, relationships, and norms of trust and cooperation that exist within a community. Also for this impact domain, the data limitation and caveat should be noted in that available project data are mostly in terms of tangible aspects at output level (e.g. the number of groups formed, savings mobilized, the number of persons trained), but there is lack efforts to capture the intangible aspects (e.g. trust and cooperation with regard to social capital, or improved skills/capacities).[181]

149. **Community organizations have played an important role in building social capital and individual and collective capacities**. Support to community-level organizations has been the backbone of all projects. Social mobilization and intensive capacity building support for SHGs and their federations or gender-mixed cooperatives have enhanced social capital among members for better cooperation, trust and collective actions to a varied degree. For example, collective saving mobilization and internal lending based on mutual trust and financial disciplines led to improved access to finance by SHGs and members, including bank linkages, as these groups proved themselves to be strong and creditworthy[182] (see also effectiveness section). Collective actions also encompassed productive and business activities (e.g. value addition, collective marketing) although to a lesser extent compared to access to finance, as well as mutual support on social issues. In general, women's SHGs and their federations had a visible impact on women's social and economic empowerment (see also GEWE section).

150. **However, the institutional strengths and capacity of these community organizations varied in different projects**, influenced by the process, quality and level/duration of support, as well as exposure and existing skills in the communities (for example, more challenging in PVTG areas). There were cases where the establishment of community-level organizations were driven by incentives (e.g. grant support) and output targets and such approach has not laid down the basis for social capital development and empowerment (see also effectiveness section).

151. **Grassroots institutions supported by the projects are serving as important platforms to channel knowledge and establish and maintain beneficial linkages.** Communities in general, especially the SC, STs and women farmers, have been organised together into collectives (such as SHGs, federations, livelihoods collectives). As a result, they have better access to information and advisory services, access to much needed credit for farming, access to good quality seeds/breeds, opportunities for trainings, better linkages to various line agencies, etc. This has led to exposure to new ideas and techniques and opportunities to tap into state sponsored schemes and entitlements.[183]

152. **The projects contributed to improved individual (and organizational) skills and knowledge of beneficiaries in diverse areas**. The main areas of skills development ranged from technical (farming, animal husbandry, vocational training), financial literacy and management, business skills, leadership and organizational management, which were applied to improve their livelihoods. SHGs and other community-level organizations provided access to capacity building opportunities for members, as well as information and knowledge (e.g. rights and entitlements in relation to government schemes). More and better-capacitated

[181] A notable positive example is the election of 350 representatives in the Panchayati Raj election in 2022 from PVTG villages that received local governance investment by OPELIP (OPELIP PMU).
[182] The PTSLP PPE (2022) concluded that "intensive capacity-building support for CBOs in combination with local banking institutional arrangements enabled access to financial services, improved fiscal discipline among beneficiaries, and improved women's status in their communities." (PPE, p.vi) During the CSPE field mission, several bankers in Maharashtra confirmed that SHGs (and federations) proved to be creditworthy.
[183] For instance, under ILSP, through the livelihood collectives, communities came together as a unit and started doing business together, which have now been linked to the state rural livelihoods mission (and merging into cluster level federations). The state rural livelihoods mission will continue the institutional building including governance, business planning, in collaboration with ongoing REAP. MAVIM-supported SHGs and apex institutions have exhibited strong human and social capital (including PVTGs) - but these are outliers and have not been effectively used by other projects supporting similar institutions.

community-level cadres (e.g. *pashu sakhis, kayada sakhis, sahyoghinis* in projects such as JTELP, OPELIP, Tejaswini, ILSP and to some extent, MPOWER) has also been an important contribution of the projects, as income opportunities for themselves, as well as in terms of accessible service providers to community members. Effective and continued application of their skills and knowledge depended on the level of linkage with line departments (e.g. OPELIP, JTELP) and local agricultural universities (e.g. MPOWER), for example, in terms of access to inputs such as vaccines. The evaluation also noted the lack of evidence in rigorous training needs assessment to ensure the relevance of training, which could have generated greater impact.

153. **Some community-level activities improved health and nutrition awareness among rural communities.** SHGs, community cadre and convergence with government departments provided a platform for such activities, including the promotion of water filters and bathroom construction, health camps and haemoglobin testing in Tejaswini/Nav Tejaswini, and women and children feeding centres in OPELIP (see sub-section on impacts on nutrition).

Food security and nutrition

154. **There is limited evidence of project impact on food security, confounded by a number of factors.** In some cases, the project data indicate that food insecurity was not particularly significant before interventions (JTELP, MPOWER).[184] Where low food insecurity at completion was reported, there was no baseline[185] or no notable difference between the treatment and the control groups.[186] As for Tejaswini Maharashtra, the different studies presented conflicting findings in relation to the improved food security situation.[187] The PTSLP impact assessment study (2020) noted that beneficiary households reported experiencing fewer incidences of being worried about not having enough food to eat and fewer incidences of being unable to eat healthy and nutritious food. CAIM was the only project where a relatively high proportion of both project participants and the control group indicated food shortage, especially in the category of marginal farmers but with no baseline data.[188] CAIM also indicated that 41 per cent of project participants reported an increase in food availability (during the project), compared to 22 per cent of the respondents in control villages (impact assessment). However, it is difficult to interpret the data also due to lack of baseline data and the doubts on the sampling approach. It should also be kept in mind that the Government has a large-scale scheme to provide subsidized food and other basic items (public distribution system) which would have reached many project participants.[189]

155. **At least in half of 10 completed or mature projects contributed to improved dietary diversity.[190]** The most direct nutrition-related activities were found in OPELIP which had a specific focus on improving the nutrition of PVTG pregnant women and children, working in convergence with government

[184] The JTELP baseline as well as the endline surveys indicated 99 per cent being food secure. As for MPOWER, 91 per cent had indicated no hungry day at baseline point.
[185] ILSP PCR noted only 2 per cent reported minor food shortages, but there was no baseline data.
[186] In Tejaswini Madhya Pradesh, the percentage of households reporting insufficient food for three meals a day at completion was low in both the Tejaswini households and control households (Tejaswini PPE).
[187] One study reported significant improvements compared to the control group, and other studies showing no difference between Tejaswini-linked households and other households. In the 2017 study by Karvy Data Management, 70 per cent of Tejaswini-SHG members in Maharashtra said their food security situation had significantly improved since before they joined the project, with two thirds attributing the change to association with the project. The 2018 study by CMS found no significant difference in total food expenditure between Tejaswini-linked and other households, but did find that women in Tejaswini-linked households spent more on food than other women. (Tejaswini PPE)
[188] Overall, 40 per cent of marginal farmers in the project group indicated food shortage, and the same figure was 42.2 per cent for the control group. However, there is a wide variation by district. For example, in Yavatmal district, it was 6.9 per cent for the project participants and 1.4 per cent for the control group.
[189] The National Food Security Act (2013) provides legal entitlement to 67 per cent of the population (75 per cent in rural areas) to receive highly subsidized food grains.
[190] ILSP, JTELP, MPOWER, OPELIP and Tejaswini.

programmes to utilise food supplies. Rather than simply delivering them to households (which could have reduced their intended use), the project has provided cooked meals to these target groups through the nutritional centres and creches established in close collaboration with the SHGs. SHGs have taken over their management to provide services, distribution of poultry and goatery units for selected poor households, and promotion of kitchen gardens.

156. Tejaswini also had several nutrition-related interventions, such as a seven-day, seven-plot kitchen garden initiative and training on the "three-colour rule" using the India's flag for balanced meals (PPE). There were similar trainings undertaken in OPELIP. CSPE field visits (e.g. Tejaswini Maharashtra, OPELIP and JTELP) found increased women's awareness about the health benefits of nutritious foods for themselves and their children and the majority of these women have kitchen gardens with a variety of vegetables. The Tejaswini impact assessment data showed greater food diversity among the project households compared to the control group[191], even though the food insecurity level was similarly low for both groups.

157. In many projects, it is probable that production support (e.g. millets, fruits, vegetables, livestock, fisheries) contributed to more diverse diet and better nutrition. For example, ILSP and OPELIP undertook efforts to revive traditional food crops (including a particular focus on highly nutritious finger millet).[192] In PTSLP, household dietary diversity was similar for project participants and for the control group, but the former was found to be 17 per cent more likely to consume fish and seafood than the latter.[193] Forty-one per cent of CAIM households reported an improvement in quality and type of food consumed, while this was reported only by 23 per cent of households in the control group. JTELP[194] and MPOWER[195] reported higher consumption of different types of food by the treatment group compared to the control group – though JTELP without baseline data. Kitchen gardens and livestock production promoted in the projects may have played some role.

Institutions and policies

158. **In a number of cases, projects have influenced the way government activities and services are planned and implemented.** Through convergence with government-financed schemes, projects played a role in government channelling the budgets and technical support in targeted communities, which was also to maximize the results of project investment. For instance, OPELIP played a facilitation role in bringing line departments (such as Livestock and Fisheries Department) to remote PVTG areas, introducing them to communities and providing livestock inputs and services in locations they might otherwise not have reached. Similarly, OPELIP has facilitated the access of land surveyors to project areas to support the operationalization of the land and forest rights regulations in for the benefit of PVTGs.[196] While it is challenging to pin down the clear evidence on linkage and influence, project experience with SHGs and other grassroots

[191] Respondents were asked about household consumption of the seven main food groups over the past seven days. Forty-two per cent of Tejaswini-SHG member households had food consumption scores that were rated as 'acceptable', and 58 per cent 'borderline', compared to 34 per cent acceptable and 66 per cent borderline for non-Tejaswini SHG member households. (PPE commenting on the impact assessment data).
[192] 2023 is the International Year of Millets. OPELIP has worked with both the Odisha Millet Mission and ICRISAT to support millet production, sowing methods and processing centres as well as assessing the suitability of cultivars.
[193] PTSLP PPE based on the impact assessment conducted by the IFAD Results and Impact Assessment Division.
[194] The consumption of different types of food improved by larger margin for the treatment group compared to the control group, e.g. 51 per cent compared to 37 per cent for vegetables, 12 per cent compared to 5 per cent for fruits; 41 per cent compared to 24 per cent for pulse, 8 per cent compared to 4 per cent for milk, 16 per cent compared to 7 per cent for eggs. (JTELP annual outcome survey 2019).
[195] The changes in the proportion of respondents consuming food items such as milk, ghee, pulses, vegetables before and after were clearly larger for the project participants in MPOWER. For example, an increase from 77 to 82 per cent compared to the control group (66 to 70 per cent) for milk, or from 55 to 64 per cent compared to 63 to 70 per cent for the control group for vegetables (MPOWER impact assessment study).
[196] By comparison, only 6 per cent of the total number of villages in Odisha have been surveyed (GoI, 2023). Department of Land Resources, Ministry of Rural Development, https://dilrmp.gov.in/grading/

institutions are likely to have provided inputs to the Government's support in national/state rural livelihoods missions or support to farmer producer companies. For example, ILSP experience in supporting livelihoods collectives has reportedly led to the explicit integration of business orientation to all SHGs and federations and the follow-on project REAP is to work closely with the state rural livelihoods mission for this.

159. **Projects contributed to building and strengthening grassroots institutions serving the rural poor at apex level**. These institutions (such as federations of SHGs, livelihoods collectives which are apex institutions of producer groups in ILSP) have played a role in improving access to financial services (e.g. bank linkages), markets and input/output aggregation. Thanks to strong grassroots institutions (especially of women) the projects have facilitated a change of attitude by banks (Tejaswini/Nav Tejaswini).

Box 1
Community-managed resource centres - positive examples of institutional impact

Community-managed resource centres established by MAVIM in Maharashtra (under the projects Tejaswini, Nav Tejaswini and CAIM) are a remarkable model of a self-financed apex organization (of SHGs) led and managed by women themselves. These centres provide various services to their members, ranging from training in different areas, bank linkage facilitation and marketing. The community-managed resource centres operate independently, raise money via membership fees, service charges for inputs, training, commission from business correspondents, make their own plans and budgets, and operate like a business. Key to the success is a well-developed performance assessment system developed by MAVIM to monitor and track performance of SHGs and community-managed resource centres related to financials, group management, governance and member performance. Along with the 'Sahyogini' (women front line workers) deployed to cover 10 to 13 villages and 50 to 55 SHGs, who counsel women members and support them in tackling challenges/crises at the household level.

Source: Tejaswini PPE; CSPE team

160. **While there are some examples of project experiences influencing or providing inputs to state-level policies/initiatives, there has been less influence at national level.** A good example is the *Shaurya Dal* experience in Tejaswini, which has influenced state government practice in Madhya Pradesh as well as nationally. Recently (in early 2023) the Pradhan Mantri PVTG Development Mission has been launched within the Ministry of Tribal Affairs at national level. The objective is to ensure PVTG households have basic facilities and access to sustainable livelihood opportunities. There is now a recognition of the need to provide targeted assistance to this group. There is some evidence that this has emerged from the experiences with PVTGs in OPELIP (and its predecessor, OTELP).[197]

Summary: impact

161. The CSPE rated impact as **moderately satisfactory (4)**. Overall, the interventions supported by IFAD have made a strong contribution to social and human capital and strengthening institutions of and for the rural poor. Operating in convergence not only enhanced the results with project investment but also provided the projects with the opportunities to influence to some extent how the government schemes are planned and implemented. While most projects reported increased incomes and assets, data on the scale of impact and the contribution of the projects is consistently lacking. Projects contributed to improving dietary

[197] https://www.thehindu.com/news/national/other-states/budget-2023-odisha-may-prove-to-be-a-first-mover-in-pradhan-mantri-pvtg-development-mission/article66458312.ece; https://www.newindianexpress.com/states/odisha/2023/feb/06/budget-take--pm-pvtg-development-mission-is-odisha-the-path-finder-2544802.html

diversity with a number of focused interventions, especially among women, children and PVTGs.

F. Gender equality and women's empowerment

162. This section assesses: (i) the relevance of overall gender-related strategies; (ii) the contribution of the country programme relative to the three main objectives of the IFAD policy on gender equality (2012) - namely, women's economic empowerment, enabling women and men to have equal voice and influence, and equitable balance in workloads and in the sharing of economic and social benefits; and (iii) capacities and conditions for promoting gender equality and women's empowerment.

163. **The programme has maintained a strong focus on women with an evolving approach over time.** The early work of IFAD in India successfully supported women's access to income sources, rural institutions and drudgery reduction with a focus on promoting women-centric SHGs – and their federations. In addition, the projects promoted women's representation in community-level institutions (see also sub-sections below). The efforts have broadened to promote women's leadership in gender-mixed organizations at different levels (e.g. producer groups, cooperatives). This responded to an increasing focus on markets and value chain development in the portfolio. The Government has largely taken over support for SHGs and their federations under the national or state rural livelihoods missions and expressed a preference for external partners not to duplicate the efforts. The 2018 COSOP specifically targeted women, noting that it would support women as agricultural producers, test labour-saving agricultural equipment, promote entrepreneurial activities for women and negotiate women's participation in project-related decision-making bodies.

164. **The project designs included a range of relevant gender mainstreaming measures, although the extent of operationalization of the gender strategies varied.** These measures include: (i) formulation of a gender strategy and action plan (ILSP, LAMP, FOCUS, JTELP, MPOWER, APDMP); (ii) dedicated gender focal point in the programme management units and in some cases district management units (JTELP, LAMP, OPELIP, FOCUS, ILSP); (iii) gender sensitization of project staff (CAIM, FOCUS, JTELP, Nav Tejaswini, LAMP, MPOWER); (iv) complaints and grievance redress committees including prevention of harassment at the workplace (JTELP, FOCUS Mizoram, LAMP); (v) quotas for women varying between 30-50 per cent; (vi) specific interventions to meet women's needs and priorities (see next paragraph for specific examples); and (vii) emerging efforts in a few projects (e.g. Nav Tejaswini) to address social changes and enlisting men to act as gender champions in the community.[198]

165. **However, in most projects, gender equality operated in a silo**[199] rather than cutting across all activities and project management has not adequately internalised gender mainstreaming (with the exception of Tejaswini and Nav Tejaswini). Projects had good gender strategies and action plans, but their application was mostly limited to design, and implementation was not monitored.

166. **Women's participation has been significant in all projects.** The proportion of women beneficiaries varied between 30 and 100 per cent across different projects and activities. A range of activities have been designed keeping in mind women's specific needs and priorities, such as improved financial access, small livestock and animal husbandry, kitchen gardens, community infrastructure (e.g. access to drinking water, crèche for children aged 1-3 years in PVTG villages, milling units),

[198] 1250 men referred to as 'MAVIM Mitra Mandal' are trained to take up the role of 'gender master trainers', in order to work as gender advocates to create an enabling environment for women's empowerment and social equity, Nav Tejaswini 2022 supervision mission report. This was inspired by the mixed groups working with Shaurya Dals in Tejaswini MP.
[199] For instance, APDMP supervision mission in 2020 acknowledged the need for different component heads to be charged with gender and social inclusion in their day-to-day activities with support from the gender technical officer. "Without clear accountability mechanisms, there is risk of gender evaporation".

health camps for women, spot feeding centres for pregnant and lactating mothers (e.g. OPELIP). Mapping of projects according to key areas and approaches for interventions is provided annex V.

167. **Attention to a gender transformative agenda is relatively recent within IFAD.** All projects in the India portfolio emphasize the need to promote equal access and opportunities for women and men in economic activities and participation in rural institutions and organizations, with an underlying assumption that women's experience of poverty and exclusion is due to their lack of access to productive resources and limited capability. Most projects – with the exception of Nav Tejaswini - have not sought to address root causes such as deep-seated issues of structural and systematic gender inequalities embedded within household, communities and markets that exclude women. A more comprehensive approach aimed at gender transformation and knowledge sharing is beginning in Nav Tejaswini.[200]

Economic empowerment of women

168. **Women's collectives made an important contribution to economically (and socially) empowering women**, in particular with the promotion of women's access to financial services as an entry point. Establishment of well-functioning and managed SHGs and federations and bank linkages is a major contribution of the programme. Better access to finance enabled women to invest in productive activities. These efforts are aligned with the Government's renewed commitment and focus on SHGs as the vehicle for women's empowerment (Nari Shakti) as per the 2024 budget.[201] Well managed SHGs and federations have also become a channel for government development assistance (convergence with NRLM and state bodies, as well as agriculture departments on topics such as vermicompost training, introduction of new varieties of seeds and breeds, etc.) and an engine of growth.

169. **The programme has improved women's access to finance but has made less progress on women's entrepreneurship development and access to markets.**[202] In some cases, women's collectives (such as CMRCs in Tejaswini or joint liability groups in PTSLP) led to the establishment and growth of women-managed enterprises and services[203], but in general, the approach in this regard has not been strategic enough. The predominant focus has been on economic activities that women are already engaged in, often characterised by low revenue,[204] rather than exploring new economic opportunities and promoting women's business into higher value products and enterprises. Insufficient engagement of women in design of marketing interventions was noted in several of the projects.[205] Women continue to engage in direct selling of their products in the local market, as collective marketing capacity has been developed only for a few sub-sectors and a few SHG members. While some women prefer to work from home only, it is important to develop alternatives. In a few cases, poor market analysis has resulted in promoting businesses that are not viable, resulting in

[200] With supplementary grant financing from the Bill and Melinda Gates Foundation to establish a Centre of Excellence (also covering Ethiopia and Burkina Faso linked to the gender transformative mechanism). The work has only begun in 2023, although it is based on the good progress in earlier years in Tejaswini.
[201] The 8.1 million SHGs mobilized through the 'Deendayal Antodya Yojana National Rural Livelihood Mission' is seen as the engine of growth for the next phase in women-led development, Khullar, *India's Gender Budget*.
[202] For example, Tejaswini PPE and MPOWER supervision report 2017
[203] MAVIM reported that by the end of Tejaswini, 78.6 per cent of community-managed resource centre members had emerged as service providers in one of the sample surveys, whereas with the control group it was 26 per cent only.
[204] PTLSP PPE, FOCUS MTR
[205] CAIM PCRV, Tejaswini PPE

losses.[206] There have been cases of over reliance on government and insufficient attention to the private sector to market their products.[207]

170. **Women-managed enterprises resulted in increased incomes, although the extent of women's control and use of additional incomes is not verified in all projects.** The programme has been especially successful in strengthening women's management of small livestock and animal husbandry and the dairy value-chain (for instance, in MPOWER and Tejaswini). The choice of livestock option is suited to the local context and market preference/demand (e.g. pigs in the North-East and in the tribal areas; goats and poultry in other geographical locations). In so doing, the programme recognises women's role and responsibilities as primary caregivers and managers of small livestock and strengthens their control over these vital resources. However, it is unclear whether women have control over the additional income, as there is usually no gender differentiated data available on intra-household control and utilisation of these benefits.

171. **Development of a cadre of female community animal health workers in the form of *pashu sakhis* has been an important and successful innovation providing them with an alternate source of income.[208]** *Pashu sakhis* offer easy access, timely and affordable veterinary care services to women involved in livestock and animal husbandry.[209] Conventionally, this type of extension work is dominated by men. By capacitating and promoting women *pashu sakhis*, the programme challenged these stereotypes and created newer opportunities and better access for women to avail these services. Despite some concerns regarding the technical and financial sustainability of *pashu sakhis* beyond project closure, they continue to be active and in demand (both by men and women) as observed during the CSPE mission visit.

172. **The programme has achieved modest success (given the scale of gender gap) in promoting joint ownership over land and homestead.** Achievements in this regard were seen especially in Maharashtra, under Tejaswini, CAIM and now ongoing Nav Tejaswini.[210] The initiatives challenged gender division in ownership of assets and land holding to increase women's access to and control over a vital resource. Joint titles accord recognition to women's contribution to agriculture and household and their equal entitlement. Women interviewed by the CSPE team reported that they felt much more secure, with their name on the land certificate. On a more practical note, it makes women's consent necessary to future decisions on sale or mortgage of the land or property. Unfortunately, there was less success in replicating this good practice in other project areas. For example, in OPELIP, forest land titles under the Forest Rights Act were issued under the name of the head of the household, with women being subsumed under 'other family members' mentioned in the title deed, even though co-spousal registration is mandatory.[211] The OPELIP MTR noted that this is especially an issue also with revenue land, as customary social norms favour male inheritance for this type of land.

Enabling women's voice and influence

[206] ILSP women beneficiaries in CSPE focus group discussions spoke about failure and losses incurred in growing non-native vegetables such as bell peppers and jam making initiatives without securing a stable market. Similar experiences have been reported with vegetable growing in JTELP with losses in growing vegetables because of failure to identify appropriate markets.
[207] Tejaswini PPE, MPOWER PCRV.
[208] Field visit meetings with pashu sakhis in JTELP. MPOWER annual outcome survey 2016-7, CAIM PCR
[209] Interviews with staff from Tejaswini and FGDs with women in Tejaswini & JTELP during field visits.
[210] For example, Nav Tejaswini supported change in the property ownership records of homestead property for 57,702 families into joint names of both husband and wife, and the same for 42,881 agricultural property. (Nav Tejaswini 2022 supervision mission report). In CAIM 62,021 families registered their homestead in joint names in 877 villages and 4,919 families registered farmland in joint names (CAIM PCR).
[211] as reported in focus group discussions with PVTG women during the CSPE mission

173. **There has been a positive change in women's confidence and mobility, although the evidence on its impact on intra-household decision making power is not consistently available.** Being a member of SHGs has increased women's confidence, skills and representation. In some projects this has led to more influence in the household and increased ability to make decisions independently on issues such as taking a loan for consumption needs or for health and education of their children.[212] Women spoke of the confidence derived from successful productive activities and the new-found respect with which their in-laws treated them. They spoke with pride of being consulted on both economic and other decisions related to the family.[213] Such impact has been most marked in Tejaswini/Nav Tejaswini, but also other projects (APDMP, CAIM, ILSP) also reported changes to women's decision-making in the household.[214] Women consistently report that participation in the SHG has also provided a platform for networking, for example to share health and nutrition information or support members who were subjected to gender-based violence. In addition, the *pashu sakhis* of JTELP reported the increased respect they receive from the community.

174. **Community level cadres are playing an important role in attitudinal changes towards women in communities.** The *shaurya dals*[215] created within Tejaswini Madhya Pradesh in rural areas in 2013 have continued to operate and successfully improved the safety of women and girls and a reduction in reported cases of gender-based violence[216] (and the approach has been adopted by the state government in non-Tejaswini areas). The women involved are empowered and feel pride in their work.[217] The para-legal workers (*kayadasakhi*) supported in Maharashtra are thought to have led to a decrease in domestic violence, but this has not been studied. In general, women frontline workers (e.g. paravets, agricultural extension, literacy trainers) have enhanced skills and confidence, resulting in enhanced social status. The *mitra mandal* male gender champions began their work relatively recently (at the end of Tejaswini and in Nav Tejaswini). They are expected to induce attitudinal changes, especially within youth groups and men of their community.

175. **The programme has contributed to increasing women's voices and leadership in communities, but with varied progress also owing to the prevailing contexts.** Women are typically marginalised from traditional institutions that govern local development and are often dominated by men. The programme contributed to better women's representation in local governance and enhanced linkages with government departments, while also increasing their skills and confidence in dealing with other actors.[218] [219] Some women have successfully stood for elections to local government bodies.[220] In tribal areas where men

[212] ILSP end term evaluation, CAIM impact evaluation, Tejaswini PCR
[213] FGDs with women SHG members – especially in Nav Tejaswini, OPELIP and JTELP.
[214] APDMP PCRV; CAIM PCRV; ILSP PCR
[215] India CPE 2016. A *shaurya dal* or bravery squad is "a village level committee made up of five-to-eight members drawn from SHG/village level committee, teachers, Asha workers (health workers), and Anganwadi workers (attached to the government's Integrated Child Development Centers), community resource persons, representative from the local government, a village guard and two men from the same village. The main purpose of the *shaurya dal* initiative is to mobilize the communities against gambling, alcoholism, domestic violence. *Shaurya dals* also mediate on social issues such as encroachment of land of the marginalized by privileged groups."
[216] However, there is a caveat regarding possible under-reporting of crimes, and a risk of backlash against women, as well as difficulties is reaching across caste groups.
[217] Das, P., Kashyap, A., Bhatla, N., Nandi, S., & Pal, P. (2018). Shaurya Dal Yojana: A Model Documentation Report on Addressing Intimate Partner Violence in India. New Delhi: ICRW.
[218] The Tejaswini Madhya Pradesh synthesis report reported that women had improved ability to negotiate with the government departments and access various social security schemes. Tejaswini in Maharashtra has enhanced the decision-making role of women members in the village, in institutions such as Gram Sabha meetings, or election to Panchayat Raj institutions.
[219] Focus group discussions with women SHG members during CSPE field visit for JTELP, Nav Tejaswini, OPELIP; APDMP PCR - Women spoke of the confidence derived from running and managing a successful enterprise and the new-found respect with which their in-laws treated them. They spoke with pride of being consulted on both economic and other decisions related to the family.
[220] ILSP Supervisory mission 2021, OPELIP CSPE field visit

dominate traditional councils (e.g. Jharkhand, Meghalaya), the programme elected to support alternative institutions where women can participate[221] rather than confronting and challenging the prevailing social norm head-on. This practical approach created a space for women to provide voices and participate in decision-making concerning community's affairs (albeit not in all aspects). Despite some progress, with the exception of Tejaswini and Nav Tejaswini, women in leadership roles in community institutions is only approximately 30 per cent overall.[222]

Equitable workload and sharing of economic benefits

176. **Various project interventions contributed to reducing women's work and time burdens, but a strategic approach to women's drudgery reduction was not evident.** The interventions that contributed to reductions in women's work and time burden included: drinking water, fodder, rice and pulse mills, solar lights, cooking gas and improved cooking stoves, spiral separators (for instance, in LAMP, OPELIP, JTELP, CAIM, ILSP,[223] MPOWER). The provision of common infrastructure facilities like crèches,[224] drying yards and marketing yards (ILSP, OPELIP, JTELP) have also helped ease women's work burden.[225] However, the drudgery reduction interventions lacked a comprehensive strategy, tending to be supply driven and ad hoc, without clear operation and maintenance plans, monitoring of use or assessment of impact.[226] Although project staff spoke of selecting lighter tools, in practice the equipment purchased for custom hiring centres for renting by farmers was not always relevant to women.[227] The selection of machines and tools appear not to have considered the appropriateness, relevance and utility to women's needs; nor to have consulted women on their needs and priorities in all projects.[228]

177. **Women's increased workloads, due to more productive activities with project support, are not necessarily considered by women to be negative.** In focus group discussions during the CSPE field mission, women indicated that men were stepping up and lending a hand especially in milking of cows, when women were busy participating in group meetings. However, these are at best anecdotal in the absence of reliable data or studies to establish a shift in women's work burden and sharing of roles and responsibilities. In fact, women admitted their engagement in 'productive work' (e.g. livestock and animal husbandry) had increased their workload,[229] but given the positive impact in terms of increased household income and access to cash, they did not mind it.

Capacities and conditions to support gender equality and women's empowerment

[221] JTELP introduced Gram Sabha project execution committees, with strong representation of women (at least 50 per cent women, and at least one of the three signatories to be a woman), to identify needs and implement project-related activities at community level.
[222] Tejaswini PPE. JTELP's quota for women in leadership in community-based organization was not met. In FOCUS Nagaland, women's participation and representation in both the village level councils and the project supported farmer interest groups remains lower than the 30 per cent mandated by the project. The membership to these community groups is often household based rather than individual. Also rules such as 'only one member per household' has implications for women's inclusion, given the entrenched gender bias favoring 'male as head of household', giving men automatic prerogative to be part of the community institutions.
[223] ICAR study of ILSP, 2021, noted significant time savings by women
[224] In OPELIP, the construction and management of creches by SHGs has allowed parents to leave their children in a safe environment while they work in the forest and meant that the women did not have to feed the children when they got home.
[225] For example, ILSP claimed a 50-60 per cent reduction in workloads and women's time.
[226] Tejaswini PPE, "The endline impact study in Maharashtra indicated that the adoption of improved cooking equipment and agricultural machines had been effective in reducing drudgery, but the scale of impact is unclear and disbursements were significantly lower than anticipated for these activities."
[227] In the case of the machinery banks – there was an intention to reduce drudgery of women – however, in most cases the women met reported that they were not consulted re design, nor provided with specific training in use. In some projects the equipment in the banks did not appear specifically tailored for women's needs.
[228] Field Visit Observations in JTELP and FOCUS; FOCUS MTR.
[229] Field visit discussions, Nav Tejaswini and OPELIP. ILSP MTR, CAIM PCR

178. **A majority of projects lack adequate capacities and mechanisms to assess and report regularly on progress against the gender action plan,** with the plan usually staying in the hands of the gender focal point.[230] There was insufficient investment in building project staff capacities to work on gender equality and women's empowerment,[231] also taking into account the frequent staff turnover. The gender lens has tended to be limited to those specific interventions targeting women. In the matrilineal tribal societies in the northeast, (male) project staff were convinced that there was little need for women's empowerment, although in practice, gender inequality exists and women are often excluded from decision-making (see annex V).

179. The M&E data does not provide adequate sex disaggregated outcome and impact level data in many of the projects, thus it is not clear what changes have taken place in women's lives vis a vis changes in gender power relations, access to and control over resources and benefits as a result of the project interventions.[232] The available project data is often restricted to listing/counting number of women beneficiaries, women in vocational training, women headed households, *pashu sakhis*.

180. **IFAD has provided support to project teams to mainstream gender, but there are financial and staffing constraints.** Project gender focal points reported receiving support from ICO and consultants, particularly when preparing gender strategies and mainstreaming guidelines, or via discussions during supervision missions. There was a gender expert earlier in the ICO (though covering not only India), but this area is now covered by another staff member. Earlier there were workshops of gender focal points from IFAD-funded projects and sharing of lessons learned, facilitated by the gender expert. However, the linkages with other projects have ended, particularly during the COVID period when cross-learning visits were not possible (however, online discussions would have been feasible).

181. **There are very few women in senior positions in the programme management units.** In contrast to a strong presence of women among implementing partners and front-line workers at community level (and as female secretaries in state government bodies), there are very few women in senior positions in the programme management units, with the exception of Tejaswini and Nav Tejaswini. Also, many of the gender leads in the PMUs, regardless of their sex, are not in the senior management to champion gender equality, where key decisions on project priorities and allocations are made, limiting their effectiveness.

Summary: gender equality and women's empowerment

182. The programme has clearly increased women's opportunities and access to resources. Women's confidence and voice has been improved significantly in some projects (e.g. Tejaswini, Nav Tejaswini and ILSP) and to some extent in others. The underlying premise in design and delivery of the programme is that increasing women's access and opportunity (to incomes, financial services, business) will raise women's status and help overcome bias. Efforts to go further to understand and address deep-seated systemic structural inequalities within the household, community and market institutions are evident in only Nav Tejaswini. **Gender equality and women's empowerment** is rated **moderately satisfactory (4).**

[230] PTSLP PPE noted that many project managers and staff were unaware that there was a gender strategy and action plan.
[231] In some projects, staff reported to the CSPE team that they had received gender training in the earlier project phase, but not in recent years (despite turnover of staff).
[232] For example, the impact assessment study in MPOWER revealed an increase in ownership of motorbikes from 7 to 14 per cent after joint the SHG, and mobile ownership from 41 to 78 per cent. "However, it is unclear on who within the household (men or women) operates the asset". MPOWER PCRV.

G. Sustainability

183. The sustainability criterion assesses the extent to which the net benefits induced by the strategy and programme continue over time and are scaled-up (or are likely to continue and scale-up) by the government or other partners. It includes issues of institutional, technical, social and financial sustainability. Other specific aspects are: (i) scaling-up; and (ii) environment and natural resources management, and climate change adaptation.[233]

184. **Some grassroots institutions have good prospects of sustainability.** These mainly include women's SHGs and their federations (most prominently in CAIM, MPOWER and Tejaswini), but also including joint liability groups, farmer producer organizations or cooperatives in some projects (e.g. PTSLP, ILSP). Prevailing government policies and initiatives in support of these organizations (e.g. rural livelihoods missions) provide enabling conditions.[234] A society established by the state government as a special purpose vehicle to implement the projects in some cases continue channelling the funds and support after project completion.[235] Furthermore, these grassroots organizations are also used as a channel for government and development assistance.

185. Furthermore, where the project support was adequate with investment in human and social capital development and with an exit strategy, these organizations matured or are maturing to have the scope to sustain themselves also financially. For example, Tejaswini successfully supported (with better performance in Maharashtra than Madhya Pradesh) SHG apex organizations (community-managed resource centres) that are self-governed and are now largely able to cover their operating costs by charging fees for the various services and generating profits from enterprise activities (e.g. processing).[236] They have established performance standards and rewards for loan repayments and good financial discipline.

186. **The approach used, the duration and quality of support influenced the chances of sustainability of grassroots institutions**. For example, in Tejaswini, SHGs' apex organizations were stronger in Maharashtra than in Madhya Pradesh due to the difference in support.[237] In some other grassroots institutions, sustainability prospects were not clear due to inadequate time or focus on institutional building. For instance, in PTSLP, some fish marketing societies had weak ownership and threats to their financial viability; especially those supported in the phase 2 had little time to develop cohesion, participation and trust.[238] Similar risks were observed in ongoing projects where the significant implementation delays mean much less time and inadequate support for grassroots institutions

[233] Five out of the seven completed projects (CAIM, ILSP, JTELP, MPOWER and PTSLP) were rated "moderately satisfactory" (4 on a scale 1-6) by IOE (PCRVs and PPEs). Only Tejaswini was rated "satisfactory" (5) whereas APDMP "moderately unsatisfactory" (3). In practice, ILSP and Tejaswini have rolled on to new projects (REAP and Nav Tejaswini) with similar activities and target group, giving more opportunity for sustainability/scaling up. The "moderately unsatisfactory" rating for APDMP is not a surprise as it was terminated early after a short implementation period.
[234] For example, the SHGs and their federations in MPOWER were adopted by Rajeevika (the state Livelihoods Mission) with a government commitment to continue providing technical and financial support. (MPOWER PCR)
[235] Tamil Nadu Coastal Sustainable Livelihood Society, established after the project ended: and Jharkhand Tribal Development Society, which was established under the earlier IFAD financed projects.
[236] Tejaswini, 2019, PCR, e.g. Tejaswini-MH CMRCs have established 46 agricultural service centres, 26 agricultural machinery centres, 87 cattle feed supply units, 155 goat banks/buck units and three cashew processing units.
[237] According to the Tejaswini PCR, 90 per cent of CMRCs in Maharashtra showed cost coverage by project end versus only 52 per cent in Madhya Pradesh. Tejaswini PPE (IFAD 2020) noted that the SHGs in Maharashtra were ahead institutionally and contextually from the start and MAVIM gave excellent support via the CMRCs. In Madhya Pradesh, NGOs were hired to support Village Level Committees, which began later and tended to focus more on community development initiatives. The combination of a challenging socio-economic context, gaps in state capacity and a dysfunctional MIS meant that less progress towards sustainability was made in Madya Pradesh. (p.viii)
[238] PTSLP PPE noted 34 per cent of the fish marketing societies in phase 1 districts were non-functional and others faced internal and/or external threats to sustainability, such as declining value of fish sales. In phase 2 districts, most of the fish marketing societies were only established in the last few years of the project. Of those, 22 of the 59 functional societies had lower sales for 2019/2020 than for the previous year.

(e.g. cooperatives in LAMP, farmer producer organizations in FOCUS[239]). It is unclear whether farmers would be in a position (or be willing) to continue purchasing inputs (which are currently subsidized or provided free of charge) after the project without the Government support.

187. **Community-level cadres providing advisory and technical services to farmers are showing reasonable sustainability**. Especially, the female community animal health workers or agricultural assistants supported under the projects are able to earn payments from farmers for their services (e.g. vaccination, advisory) and their services are in demand. Where convergence has developed sufficient links between communities and extension departments, there are good chance of sustainable service provision. The Jharkhand Tribal Development Society reported that of 6,037 JTELP-supported community cadres, 80 per cent were recruited by the local and state government after the project.

188. **Links with the private sector strengthened sustainability in terms of access to knowledge, finance and markets, but were observed only in a few projects.** Cotton producers supported by the Better Cotton Initiative (CAIM, Maharashtra) are continuing to receive support from Cotton Connect, a BCI partner.[240] This is facilitating sustainable application of the technical and environmentally friendly production techniques. Dairy cooperatives are providing stable markets for milk and providing supportive services to producers in Tejaswini (and onwards in Nav Tejaswini). Some projects have effectively utilized finance from the market, offering a win-win framework for the target groups, financial institutions and the market (e.g. Tejaswini, PTSLP). However, in projects with limited access to market-based finance and excessive dependence on project funds (such as seed capital, revolving funds, etc.), sustainability could be a challenging issue with the completion of the projects.

189. **The adequacy of operation and maintenance arrangements for infrastructure or machinery is mixed.** The issue of ownership and mechanisms were not always spelt out clearly, and there was little evidence of well-trained user committees with clearly defined responsibilities. For instance, this appeared to be a risk in OPELIP PVTG village domestic water supplies, and the majority of the custom hiring centres (where machinery and equipment for renting by farmers are kept) visited (e.g. in JTELP, LAMP, OPELIP).[241] Rushed procurement towards the project end, especially equipment, without ascertaining needs, correct specifications and ownership, or without training on their use – led (or have the risk of leading) to underutilization or lack of use (see also Efficiency). PTSLP's PPE reported that most infrastructure (e.g. net mending halls and fish drying yards) was valued by users and considered sustainable, but where significant damage had been caused by cyclones, it was beyond the capacity of communities to repair and it was unclear how such works can be financed.

Environment and natural resources management and climate change

190. This sub-section analyses the extent to which the country strategy and programme, and development interventions contributed to enhancing environmental sustainability and resilience to climate change in small-scale agriculture. [242] This sub-section also complements the effectiveness section

[239] In FOCUS, a service provider was contracted in November 2022 to form farmer producer organizations that should provide aggregation services, farm gate cash payments, primary and secondary processing and market access. 16 and 4 farmer producer organizations are planned in Nagaland and Mizoram, respectively.
[240] IOE, 2020. PCRV
[241] For instance, the JTELP PCR (2022) noted that 99 farmers service centres were established to provide farm machinery, but the service fees they are charging are insufficient to maintain and operate the equipment.
[242] Supervision mission ratings on environment and natural resource management and climate change adaptation have been variable, but mostly moderately satisfactory. Of the completed projects, APDMP and JTELP scored lowest on supervision mission ratings and Tejaswini and CAIM scored highest. In PCRVs/PPEs, ILSP scored best (5) and APDMP worst (3).

(sustainable production systems). Eight out of 13 projects in the evaluated portfolio included a (sub)component related to natural resource management.[243]

191. **Several projects used a participatory approach to planning for NRM component to identify needs and create buy-in**. The projects either leveraged the existing self-governance institutions/community collectives in the area, such as gram panchayats (APDMP), village councils (LAMP, and FOCUS), livelihood collectives (ILSP) or formed new institutions (such as water user groups in OPELIP, or the integrated natural resource management committee within the village employment council in LAMP) for this purpose. Watershed management/NRM/village development plans were prepared in projects (ILSP, LAMP, OPELIP respectively) in consultation with communities for identifying the intervention sites and the most pressing needs of the communities. Often, these exercises were used to create buy-in from the communities for these interventions, inviting community contribution and acting as an entry point.

192. **Natural resource management plans prepared were not effectively used for monitoring and updating as needed**. In ILSP, LAMP and OPELIP, the CSPE mission observed that these plans were not revisited or referred to (by the project staff nor by the communities) to assess the progress of activities or manage land and water use. Also, the linkage of NRM planning and plans with other components was not always clear.[244] Several projects were using GIS to tag project interventions (e.g. LAMP, FOCUS and OPELIP), but it was not much used for monitoring outcomes (possibly because they were too complicated).[245] FOCUS Mizoram developed maps combined with land use and crop suitability atlases, to make scientific data available to assist farmers in crop planning, but no farmers questioned during the field visit were aware of them.[246]

193. **Most projects implemented activities to improving access to water and some promoted better water retention and soil conservation, with varying success.** Eleven out of 13 projects included support to water irrigation development as part of the outputs of community-level development planning processes, while some also supported domestic water supplies, often in convergence with MGNREGA. A range of physical and biological methods were used for soil and water conservation as follows:

    - Construction of water harvesting structures (e.g. check dams - ILSP FOCUS, LAMP; trenches – LAMP; water tanks downstream - LAMP, ILSP; ponds – OPELIP; solar pumps – OPELIP)
    - Protecting the water source/recharging the catchment (e.g. planting trees around trenches and water sources - LAMP; afforestation - ILSP, LAMP)
    - Preventing run-off of water and soil (e.g. log wood bunding - FOCUS; bench terracing, contour bunding, water retention pits - ILSP)
    - Soil fertility improvements (e.g. integrated farming system development – FOCUS; system of rice intensification – OPELIP; promotion of vermi-composting and organic manure – LAMP, JTELP; low external input sustainable agriculture – CAIM; integrated pest and weed management to avoid unnecessary use of pesticides and herbicides)

[243] APDMP, CAIM (sustainable agriculture), FOCUS (*jhum* improvement), ILSP (watershed management), JTELP, LAMP, OPELIP and PTSLP (coastal resource management).
[244] For example, in LAMP, more than half of "integrated" NRM activities supported in conjunction with MNGREGA was for domestic water supplies (LAMP M&E data as of May 2023). While the importance of domestic water (drinking or for washing) for the rural population is well appreciated, how it fits under integrated NRM and linked to other productive activities is unclear.
[245] FOCUS Mizoram ran a complex exercise using drones and soil sampling to research the opportunities to combine these tools to improve agricultural planning, but the results were unclear and not mentioned in reporting. FOCUS, 2021. *Final report on Collaborative Research for Identifying Potential of UAV Based Mapping and Planning in areas of Agriculture, Irrigation, Watershed, Management Interventions, Khawrihnim, Mamit, Mizoram*. Theta Enerlytics, New Delhi.
[246] For instance: IFAD, 2019. FOCUS, Mizoram. Land Use/Land Cover & Crop Suitability Atlas of Kolasib Using Geospatial Techniques: Kolasib District Mizoram Remote Sensing Application Centre, 2019.

194. However, the extent to which various interventions were planned and implemented in an "integrated" manner (as opposed to sporadic infrastructure sub-projects) was unclear (see also discussion later on safeguards issues). There was also insufficient attention to water use efficiency – a critical issue in water stress areas. For example, training programmes usually did not consider water application times and quantities by crop and season.[247] In general, there is lack of evidence on changes in the state of natural resources as a result of interventions, except for some qualitative reporting[248] (e.g. testimonies from farmers, which is generally positive) and attempt with remote sensing in ILSP (see box 2).[249]

Box 2
Mapping the impact of ILSP interventions on vegetation

Farmers in the ILSP area (in Uttarakhand) face issues of excess water in the wet season and long dry periods the rest of the year, and these extremes are being exacerbated by climate change. ILSP had a focus on micro-watershed protection, including development of infrastructure (such as gabions, small-scale irrigation, water tanks, recharge pits, check dams) and improved management of soil and vegetation (eg. agroforestry, fodder development, terracing). The PCR reported significant reduction in soil erosion, improved water management, enhanced agricultural land use and an increase in total biomass, based on the remote sensing analysis using the data from 2019.

The CSPE followed up on the above PCR findings using remote sensing analysis to assess the changes in Normalized Difference Vegetation Index and Normalized Difference Water Index (see annex VI). This showed somewhat increased vegetation and decreased water stress over the annual dry seasons in the micro-watersheds, following the start of the project interventions in 2016, in comparison with untreated watersheds (although only by a small margin).

Source: CSPE analysis based on the ILSP dataset

195. **There were some gaps in ensuring adequate environmental safeguards.** The social, environment and climate assessment procedures of IFAD have not been consistently implemented. For example, environmental and social management plans have not been prepared and implemented as required in FOCUS and OPELIP – a shortfall also noted by supervision missions[250] as well as the recent internal audit.[251] [252] In CAIM, improper practices used in project-supported soil and conservation activities on public lands presented the risk of damaging the structure and adjacent agricultural lands, flooding and disease in the rainy season (CAIM PCR). Also, certain production systems are promoted without sufficient assessment of risks and risk mitigation measures. For example, while a critical mass of product is needed for marketing purposes, it is not clear there was careful consideration of risks with the promotion of monocultures (e.g. banana, areca nut, mizo chillies) in traditionally *jhum* land (in FOCUS) (e.g. potential negative effects on soil quality and biodiversity, a riskier investment in case of failure to sell).

[247] For example, in APDMP implemented in drought-prone areas, water budgeting was massively under-achieved – the number of water committees in the project area undertaking crop water budgeting; only eight *gram panchayat* water sub-committees were formed against the target of 315, and 69 *gram panchayat* crop water budgeting plans were drawn up." (APDMP PCRV). CSPE field visits also observed lack of attention to water use efficiency.
[248] For instance, JTELP PCR noted that "land and water resource development with a focus on reducing rainwater run-off, in-situ rainwater harvesting and reducing soil erosion and run-off is the most significant contributor to climate change adaptability."
[249] The ILSP PCR reported decreasing soil erosion (10-17 per cent), increasing flow in streams (7.2 to 20.7 per cent as against a target of 10 percent), creating water-holding capacity of 58,705 cubic metres, and expanding 2,620 ha land under irrigation. This led to increase in land under agricultural use by 3 per cent, reduction in barren land by 5 per cent and increase in total biomass by 12 per cent (against a target of 10 percent).
[250] OPELIP supervision mission of September 2022 noted that focal points had been appointed but no environmental and social management plan was prepared. In FOCUS, the environmental and social management plans had been prepared (partly) and focal points for safeguard issues appointed, however, there was no clear evidence that these were being used to monitor for potential negative impacts (FOCUS 2022 supervision mission)
[251] IFAD internal audit report: supervision of the country programme in India.
[252] For example, in FOCUS it was not clear how the use of agro-chemicals will be monitored and safeguarded against the risk of their excessive application damaging the environment.

196. Also, despite the efforts to promote stall feeding of goats (e.g. ILSP, OPELIP, Tejaswini), many farmers still allowed them to graze freely and the increase in numbers of free-grazing goats is a risk for environmental degradation.[253] In one positive example, APDMP supported the activities for regenerating degraded common land to provide fodder for livestock, but the PCR did not present the evidence on the impact on the environment.[254]

197. **The diversification of crops/livestock and sustainable farming practices contributed to greater resilience in the face of climate change.** There was no explicit climate change adaptation strategy in most projects, however projects generally included activities that are generally supportive of climate resilient production. Many projects are promoting crops requiring less water, for instance, finger millet; heat and drought resistant seeds (pulses and millets) and saplings of drought resistant fruit trees (pomegranate and custard apples) (e.g. in MPOWER); or vegetable varieties with shorter growing periods. Diversification of crops also led to more regular incomes in the hands of farmers, as crops are harvested at different times across the year. Some new activities have been introduced to diversify incomes, such as strawberry or mushroom cultivation, bee keeping, sericulture, or raisin production and processing, though the financial viability is unclear as yet. In forested areas, improved varieties of existing native plants have been introduced, such as custard apple, jackfruit, and tamarind (OPELIP). A range of organic and "low external input sustainable agriculture" practices have been employed to improve soil health and moisture content. FOCUS, OPELIP, JTELP and LAMP have promoted settled agriculture in traditionally *jhum areas*, however, sustainable replication by farmers remains uncertain (particularly if they are not given longer leases).

198. **There is growing experience with insurance as a tool to promote resilience.** ILSP planned to pilot weather index-based insurance, however this proved difficult to find in the market. However, other forms of insurance, such as crop, livestock, fishing equipment and boat, house, life and health) have been promoted in ILSP and other projects (PTSLP, Tejaswini/Nav Tejaswini, CAIM). Further studies on the effectiveness of the products are needed, however, Nav Tejaswini participants expressed satisfaction to the CSPE. PTSLP insurance collaborations with private insurance companies were popular initially, but later faced competition from highly subsidized government-run schemes, limiting their sustainability. Despite this, the fishing asset insurance scheme managed by the Tamil Nadu Coastal Sustainable Livelihoods Society is still operating.[255]

Scaling up

199. Scaling up happens when: (i) other external partners or the private sector adopt and generalize the solution tested/implemented by IFAD; (ii) other stakeholders invest resources to expand the solution to a bigger scale; and (iii) the government applies a policy framework to generalize the solution tested/implemented by IFAD (from practice to a policy).

200. **There were cases where IFAD-funded activities provided inputs to the Government initiatives**. Several projects trialled systems and processes, which have now been scaled up by the state or national Rural Livelihoods Missions. For instance, MAVIM has become a resource organization for the Maharashtra State Rural Livelihoods Mission and the National Urban Livelihoods Mission. The Tejaswini community model (including village and city-level organization development, bank linkages and social action committees) has been extended geographically within

[253] Noted in the CSPE field visits in OPELIP; and in the MPOWER Supervision Missions, which warned that goat grazing was putting pressure on grazing lands.
[254] Although it seems that there was insufficient time to ensure sustainability
[255] During the last financial year 2022-23, there were 7903 policies and 4 claims. Information provided by Tamil Nadu Coastal Sustainable Livelihoods Society.

the state, as well as being replicated in urban areas.[256] In MPOWER, the livelihoods clusters concept, was also upscaled by Rajasthan Livelihoods Mission.[257] OPELIP played a facilitation role in bringing line departments to remote PVTG areas, which had not been well served earlier, and also in the operationalization of the Forest Rights Act land titling (see also impact section). The state government of Jharkhand reportedly allocated the funds through the Jharkhand Tribal Development Society to scale up the JTELP-supported activities in all Tribal Sub-Plan blocks (JTELP PCRV).

201. Provision of livestock extension and animal health services through the APDMP rearer field schools has been reported to be a unique initiative. It has been scaled up by the Andhra Pradesh state government across the state under the Pashu Vignana Badi scheme (Livestock Knowledge Schools).[258]

202. **Community-level cadre trained and facilitated by projects were often later adopted by the state government**, such as in MPOWER, JTELP and Tejaswini. For instance, The Jharkhand Department of Animal Husbandry has recognised the JTELP system of paravets and they are registering them, giving access to input supplies and including them in state vaccination campaigns. The Government of Madhya Pradesh scaled up the Shaurya Dal concept of Tejaswini to all districts (with support from UN Women).

203. **Grassroots institutions, especially, SHGs and their federations, have served as a platform and opportunities for scaling up in different ways.** Firstly, enhanced capacities and trusts established with financial institutions, these organizations increasingly played a role in mobilizing funds from the market and facilitating non-financial support. Secondly, they are also serving as a conduit for government schemes and other development interventions. The funds and support from various government departments and programmes (NRLM) are channelled to the project villages and SHGs facilitated by project agencies. In projects such as JTELP, the rural livelihood mission has started providing revolving funds and other supports to SHGs initiated by projects. These organizations also played an important role during the COVID-19 pandemic crisis in channelling the support.

204. **Despite some examples noted above, more strategic planning to facilitate scaling-up could have achieved greater results and coverage.** The Government of India's Women Police Volunteer scheme has claimed Shaurya Dal as an inspiration.[259] However, it appears more difficult to scale up beyond state boundaries to different socio-economic conditions. Many of the scaling up examples occurred via the experiences and initiatives of partner institutions, rather than IFAD having reflected on scaling-up pathways and taken intentional steps to facilitate scaling-up by different partners. Weaknesses in analysing, distilling and packaging knowledge from field-level operations in order to tackle similar challenges in different contexts (see knowledge management section) have constrained the country programme in this respect.

Summary - Sustainability

205. The CSPE rates the overall **sustainability** criterion as **moderately satisfactory (4).** Sustainability of grassroots institutions has depended largely on adequate and continuing support from either the state or from strong apex organizations. In some cases, private sector support was also available, for instance via banks. The adequacy of operation and maintenance arrangements for infrastructure or machinery is mixed.

[256] IFAD, 2020. Tejaswini PPE
[257] MPOWER, 2018. PCR.
[258] IFAD, 2022. APDMP, PCR and PCRV. Livestock rearer field schools brought together livestock rearers to share their knowledge, skills, experience and indigenous practices with livestock and veterinary specialists.
[259] Government of India, Ministry of Women and Child Development, 2016. Mahila Police Volunteers (MPV) https://wcd.nic.in/sites/default/files/final%20Special%20Mahila%20Police.pdf

206. The performance for **environment, natural resource management and climate change adaptation** is **moderately satisfactory (4)**. Participatory approach was used to plan for NRM component activities, yet the use in implementation was limited. While the portfolio generally promoted sustainable farming practices and invested in soil and water conservation activities, the extent to which various activities were planned in an "integrated" manner was unclear. Environmental safeguard monitoring has been irregular. An important strategy employed by most projects has been diversification of crops and sustainable farming practices for developing resilience in the face of climate change.

207. **Scaling-up** is rated **moderately satisfactory (4)**. Overall, there was satisfactory (and improving over time) scaling up for many of the practices and policies, especially due to the active involvement of state government funding and extension staff in project activities. However, scaling up to different states (with different geographical and socio-economic contexts) and at central government level was less evident.

H. Overall country strategy achievement

208. The 2018 COSOP strategic objective was as follows: smallholder food and agricultural production systems are remunerative, sustainable and resilient. The three dimensions mentioned overlap somewhat - for example, diversification could lead to production systems being remunerative, sustainable and/or increasing resilience. The assessment of the country strategy and programme's overall achievement below is built on the assessment on different criteria in the previous sections, also given that quantitative data reported for the COSOP results management framework indicators do not provide a complete picture.[260] In assessing the country programme, it is important to note the external factors that affected the country programme performance (see box).

Box 3
Impacts on IFAD-funded projects of COVID-19 and the war in Ukraine

Restrictions on movement due to COVID-19 particularly impacted newer projects – for instance, preventing in-person technical and administrative support to FOCUS teams (who were new to project procedures). The attention by the state and central governments was more on health and project activities stalled. Cross-learning of project teams was impeded (with visits and workshops stopped), and trainings were delayed or moved online. Online tools were used for monitoring and supervision missions, and field visits were not possible, thus losing the opportunity for participation by local communities. Some value chains were interrupted (e.g. MAVIM). The reverse migration of laborers returning from cities was a shock initially, but some have stayed in their villages to develop businesses (e.g. ILSP/REAP and OPELIP). It is worthwhile noting that the community organizations supported by the projects (such as SHGs and federations) played an important role in channelling government subsidies and promoted resilience during COVID-19. The war has led to an increase in fertilizer costs, balanced by better grain prices for farmers in many cases.

Source: CSPE Interviews and field findings

209. Overall, there were good achievements in terms of improved agricultural production and productivity, diversification, and access to finance (mostly through grassroots organizations and with bank linkages). At the same time, the progress on access to markets varied between projects and was modest in general. There were some successes in supporting producer organizations to have greater role in marketing and service provisions, but there have been insufficient efforts to explore opportunities to systematically engage with private sector actors. With

[260] The COSOP results review (2022) reported the progress on the COSOP milestone indicators, which indicated good progress on organisation of rural producer organisations and training on business management, but slow progress on training for post-harvest losses and for improved natural resources management and climate change adaptation. However, most of these indicators are output-level (e.g. number of people trained), and/or are not clear how they are measured/counted nor how meaningful they are.

improved production but modest progress on market access, the "**remunerative**" dimension, which was to contribute to improved incomes, was only partially addressed.

210. Generally, the programme successfully promoted environmentally-friendly farming practices (e.g. less chemical inputs, soil and water conservation techniques). While many projects had (sub-)component on natural resource management, interventions tended to be sporadic with limited integrated approach to sustainably managing natural resources, and there were also some gaps in environmental safeguards. Diversification of crops/livestock, some of the farming practices, and insurance products have contributed to building resilience to shocks, but there was room for more intentional programming with innovative practices. The "**sustainable**" and "**resilient**" dimensions of the strategic objective are therefore also partially achieved.

211. The programme overall had a good outreach to the intended target group (e.g. rural poor, STs/PVTGs, women, SCs). Strengthening of grassroots organizations in different forms run throughout the portfolio. They served as a conduit for project services as well as a basis for livelihoods and economic and social empowerment of the target group. However, the capacity and performance of these organizations were mixed: for some grassroots institutions, project support largely driven by output targets (e.g. number of organizations established) and grant incentives has not been conducive to nurturing social capital and the development of self-reliant organizations.

212. The bulk of the country programme results came from the projects designed before the 2018 COSOP, including two projects with exceptionally long duration (both of which started in 2007). Five projects have been designed under the 2018 COSOP framework, but two did not materialize. There were also significant delays in start-up in projects that started between 2018 and 2021, notably in two new states with little experience with externally aided projects, also affected by COVID-19.

213. The evaluation found that the key results, areas of strengths and weaknesses have remained similar to those of the 2016 CPE. While the programme has continued perform relatively well in the areas where IFAD has traditionally invested in (e.g. tribal development, women's empowerment), the progress in newer areas such as inclusive value chain development has been less satisfactory, the promotion of new innovations has not been systematic, and there is insufficient attention to natural resources and climate resilience. Almost half of the CPE recommendations have not been addressed, including those related to the efficiency issue and non-lending activities. Cases of limited/modest progress and underperformance cannot be explained only by external factors such as COVID-19.

214. With regard to the ratings according to the evaluation criteria, except for relevance (rated satisfactory) and efficiency (rated moderately unsatisfactory), other criteria are all rated as moderately satisfactory in the current CSPE, and the overall rating is 4. Compared to the 2016 CPE, while the partnership building criterion improved (from 3 to 4), the efficiency criterion has continued to underperform, and some criteria have been downgraded from satisfactory to moderately satisfactory: innovation, scaling-up and GEWE.

CSPE ratings

Evaluation Criteria	Rating 2016	Rating 2023
○ **Relevance**	5	5
○ **Coherence**	Not applicable	4
○ Knowledge management	4	4
○ Partnership development	3	4
○ Policy engagement	4	4
○ **Effectiveness**	4	4
○ Innovation	5 (innovation and scaling-up)	4
○ **Efficiency**	3	3
○ **Rural poverty impact**	4	4
○ **Sustainability**	4	4
○ Natural resource management and climate change adaptation	Not applicable	4
○ Scaling up	5 (innovation and scalingup)	4
○ **Gender equality and women's empowerment**	5	4
OVERALL ACHIEVEMENT	**4** (as per CPE rating) (arithmetic average 4.1)	**4** (arithmetic average)

Source: 2016 CPE and the current CSPE
Note: There have been some modifications since the last CPE based on the 2022 evaluation manual: (i) coherence criterion was added; (ii) innovation and scaling up criteria were separated (as opposed to integrated rating provided earlier); (iii) natural resource management and climate change was part of the impact criterion, but now rated separately; and (iv) overall achievement is now an arithmetic average, as opposed to a whole number given before.

Key points

- The IFAD-supported programme has been well-aligned with key government policies and initiatives. The selection of geographical areas and the targeting approach was suitable overall. The key elements of the 2018 COSOP were relevant, but some aspects lacked critical reflection and strategic thinking especially relating to non-lending activities.
- There were increasing efforts on upgrading M&E systems and preparing knowledge products at project level, but the quality of analysis is not necessarily adequate and there is a gap in terms of distilling experiences from different projects. Policy-related inputs with scaling up results have been mainly through investment projects at state level, but the evaluation also appreciates that it is challenging to get much traction in policy discussions at national level.
- Positive results were achieved for the work with SHGs, community development access to finance and improved agricultural productivity and production. The progress has been modest on market access.
- While the portfolio generally promoted sustainable farming practices and invested in soil and water conservation activities, the extent to which various interventions were planned and implemented in an integrated manner was unclear. There was also insufficient attention to water use efficiency and a gap in ensuring adequate environmental safeguards.
- Efficiency issues identified in the previous CPE have remained mostly unresolved. Most projects had implementation and disbursement delays.
- The programme has made a strong contribution to social and human capital and strengthening institutions of and for the rural poor. Most projects reported increased incomes and assets, and in light of the outputs and outcomes, the contribution is likely, but the data on the scale of impact or the contribution are limited.
- The programme has increased women's opportunities and access to resources. Women's confidence and voice has also been improved to extent. On the other hand, efforts to understand and address deep-seated systemic structural inequalities within the household, community and market institutions have been limited.
- There were cases where IFAD-funded operations provided inputs to the Government initiatives, especially at state level. At the same time, more strategic planning to facilitate scaling-up could have achieved greater results and coverage (beyond the state level).

IV. Performance of partners

215. This section assesses the extent to which IFAD and the Government (including at central and state level and executing agencies) supported design, implementation and the achievement of results, a conducive policy environment and impact and the sustainability of the intervention/country programme.

A. IFAD

216. **IFAD is generally seen as a trusted and responsive partner by government counterparts.** The Government stakeholders (at central and state level) and the project teams interviewed expressed their appreciation for IFAD's support in terms of the key development challenges that the projects are seeking to address, as well as the quality of consultations, follow-up support provided during implementation and flexibility shown by IFAD.[261] The Government's requests for IFAD to support projects in some areas where not many development partners operated (i.e. North East region, Western Rajasthan) could also be seen as the sign of trust. Some government officials met underlined their expectations for IFAD-funded projects to provide a platform to introduce and pilot innovations, given that although the Government is not short of funds, government schemes are much less flexible and have little space for innovation. Such expectation may be valid for any externally aided projects, but senior government officials met expressed appreciation for how IFAD has been open to ideas and suggestions.

217. **In broad terms, IFAD has supported the preparation of relevant investment projects.** As discussed earlier (relevance section), the key project objectives, thrusts, target areas and groups were highly relevant overall to the Government priorities, to the diverse contexts in different areas and the needs of the poor rural population. IFAD has played an important role in the design process in effective collaboration with the Government at central and state level.

218. However, there are also a number of areas where lessons from earlier projects were not well integrated. For example, despite the general consensus to avoid one loan covering multiple states,[262] FOCUS covers two states (Mizoram and Nagaland, with quite different socio-economic conditions). During the design process, the decision was made to grant two separate loans for two states (but still under one programme umbrella), in view of the previous experience that project implementation by two (or more) entities under a common financing agreement posed challenges and inefficiencies in loan administration.[263] However, even with two financing agreements (each covering one state), supervision and review missions covering two states (which are not easy to travel between) are rather complicated. This has also led to a sense of frustration among project stakeholders (e.g. due to the uneven performance ratings in each state in different indicators bringing down the average) and inefficiency.

219. IFAD has responded positively to the requests by the Government for reallocating and shifting the loan funds between or within the projects, or extension.[264] However, there were also cases where decisions may not have been optimal. For example, the desire – both at IFAD and the central government - to avoid or reduce the non-utilization of the resources allocated to India (for APDMP implementation) led to additional financing of over US$20 million for LAMP with

[261] "IFAD's openness to changing direction based on feedback from project staff and communities was highly valued." (PTSLP PPE para 148)
[262] The 2010 and 2015 CPEs both recommended the principle of "one state one loan" instead of one loan covering multiple states, which… In the 2018 COSOP, IFAD noted that "one loan multiple states operations would be considered on an exceptional basis particularly for the North East Region where implementation through a regional agency proved satisfactory". However, unlike the previous project covering the North East region for which the lead implementing agency was the North East Council, FOCUS Mizoram and FOCUS Nagaland are anchored at each state government.
[263] For example in Tejaswini which covered two states, with quite different performance and results.
[264] Not among the projects in this CSPE, the resources from the non-performing Women's Empowerment and Livelihoods Programme in the Mid-Gangetic Plains (2009-2015) were shifted to PTSLP (2015 CPE).

two-year extension[265] (approved in October 2022) even though the LAMP's disbursement performance at the time was unsatisfactory.[266] As of August 2023, more than half of the total IFAD loan is undisbursed[267] and the project has only 17 months before completion. The additional financing added even more pressure on the project team and the results of rushed, target-driven implementation were evident.[268]

220. **IFAD provided regular supervision and implementation support to projects – during and outside the missions.** IFAD fielded missions to support ongoing projects regularly and frequently, despite the high number of ongoing projects. The number of ongoing projects ranged between 9 and 11 covering up to 12-13 states before 2017,[269] which reduced somewhat (6 projects covering 7 states in 2022). The number of missions in India[270] was notably higher than other countries with large portfolios in Asia[271] especially for implementation support missions. While these missions were mostly led by consultants, most, if not all, of these missions had the presence of IFAD staff taking up specific roles (such as gender, procurement, financial management, institutions). For projects facing difficulties (e.g. FOCUS), IFAD has provided intensive follow-up off-the missions especially in the past couple of years when virtual meetings became the norm in the context of COVID-19 pandemic. IFAD has also facilitated cross-fertilization and knowledge sharing/exchange between different projects, which was much appreciated by project teams (see also section on knowledge management).

221. There are some aspects where IFAD could have strengthened their supervision and implementation support and engagement with project teams. While the onus for project performance also lies with the Government, IFAD has not succeeded in helping effectively address key recurrent issues with project efficiency and procurement which were clearly identified in the previous CPE. IFAD and the Government were to "provide hands-on and systematic capacity build to project management units on project planning, M&E, financial management and procurement, especially in the start-up phase"[272] (2018 COSOP). The average procurement performance of the country portfolio by supervision mission ratings even worsened (see also Government performance section).

222. For example, there was a possible gap in guiding during the initial stage of FOCUS (particularly impacted by COVID-19): even though FAO was engaged to provide technical assistance in the initial period, IFAD supervision and implementation support could have been more intensive, given some challenges were anticipated in design (e.g. state governments with little experience in handling externally aided projects).[273] As noted above, more recently, IFAD has been providing intensive follow-up support to FOCUS team (e.g. weekly virtual meetings), which has been

[265] This was approved in October 2022 - less than three months before the original completion date of December 2022. The resources were drawn from the partial cancellation for APDMP (October 22 decision memo).
[266] When the additional financing was processed, the disbursement rate for the original allocation of US$5 million was a little over 50 per cent.
[267] Approximately US$38 million undisbursed out of US$70 million.
[268] An extension without additional financing to allow the project to consolidate the results may have been a better option.
[269] In 2016 and 2017, there were 10 and 11 ongoing projects, respectively, including two long-term projects which completed in 2017 and are not covered in the CSPE.
[270] Including supervision missions (some remote during the COVID-19 time, and some "partial"), MTR missions and implementation support and follow-up missions.
[271] The number of supervision and implementation support missions undertaken between 2016 and 2022 was over 100 in India, compared to around 30-70 in other counties with relatively large portfolios in the region (e.g. Bangladesh, China, Indonesia, Viet Nam). In 2016 when there were eight ongoing projects, 11 supervision missions and nine implementation support mission were conducted.
[272] Proposed follow-up provided by IFAD and the Government in response to the CPE recommendation with regard to the need to address portfolio implementation efficiency.
[273] The FOCUS design process identified the risk given that the project was the first externally aided project in these states and the importance of capacity building was highlighted. IFAD secured the grant funding to engage FAO to provide support, however, this did not materialize and did not turn to be effective as expected, partly due to the onset of COVID-19 interfering with in-person travel. The timeline to the entry into force and the first disbursement was significantly shorter compared to other projects, but after the first disbursement in April 2018, implementation progress was slow. The first supervision mission took place more than 20 months after the first disbursement.

useful. Regarding project-level procurement across the portfolio, the recent IFAD internal audit on supervision processes also identified weaknesses (see also Government performance section) and the room for more guidance and support by IFAD to address bottlenecks; although it is recognized the IFAD human resources (one procurement officer covering the entire region) and the budget for supporting procurement issues and implementation are under stress.

223. With regard to procurement, some project teams felt that that there were increasing cases of excessive information requirements and unreasonable rejections of no-objection requests by IFAD, and this was seen as the cause of delays. The CSPE is not in a position to assess the quality of procurement documents and the merits of IFAD's rejections or the complaints by the project teams, but the fact is that the situation has led to a sense of frustration in the project teams (and the government).

224. **The previous CPE's recommendation on strengthening partnerships has not been adequately followed up.** IFAD has generally fostered cordial relationships and good collaboration with government and other national institutions, but they were largely confined to the investment portfolio. There is limited indication of engagement with central government agencies or strategic partnerships with technical and research institutions (see also partnership building section). According to the CSPE's interviews, there is an awareness in the Department of Economic Affairs and the IFAD country office that there could be more dialogue with central government agencies (sectoral ministries and NITI Aayog). At the same time, given lack of entry point on any particular agenda item and IFAD's small size and low-profile presence, it is quite challenging to establish relationships with central technical government agencies. Limited number of staff (although increased over time[274]) on managing the investment portfolio with a high number of projects across a large area (including problem projects facing implementation issues which require close monitoring and implementation support[275]) and lack of resources are other challenges for upgrading non-lending activities.

225. **To some extent, the performance of IFAD in India has also been affected by corporate policies and decisions.** The share of the administrative budget available for core client services (such as supporting the design and implementation of IFAD operations and non-lending activities) declined steeply from 59 per cent in 2016 to 47 per cent by 2022.[276] Some consultants associated with IFAD for a long time have opined that the project design process became lighter and shorter, with implications on the design quality.

226. **Summary:** IFAD's performance is rated as **moderately satisfactory (4)**. IFAD has been generally seen as a trusted and responsive partner by government counterparts. IFAD has supported the preparation of investment projects of high relevance and provided regular supervision and implementation support, although there were some aspects (such as procurement and monitoring) where IFAD could have strengthened their supervision and implementation support and engagement with project teams. Upgrading non-lending activities has been challenging due to various factors, including financial and staffing resources.

B. Government

227. **At central level, the Department of Economic Affairs of the Ministry of Finance has been highly collaborative and supportive**. The Department is the main counterpart for IFAD's country portfolio in the country. They have actively engaged in the review and follow-ups on the investment projects (e.g. periodical

[274] For example, an addition of a programme officer position (international position) and a junior professional officer
[275] Since 2016, there is no single year when there was no actual or potential problem project in the portfolio.
[276] IFAD 2023. Corporate level evaluation on IFAD's decentralization experience.

tripartite portfolio review meetings with IFAD and project teams, communicating with the state governments to follow up on issues identified in supervision missions). The Department and IFAD are in regular communication with regard to ongoing, new or pipeline projects. The Department representative also actively participates in IFAD's governing bodies' meetings (i.e. Executive Board, Evaluation Committee), indicating their interest in engagement with IFAD.

228. At the level of state governments, the ownership, leadership and sustained support for investment projects and potential scaling up has been mixed. In some cases, support and ownership were more evident than the other cases (Uttarakhand). The change of the government or the leadership can affect the priorities. Also, the interest by one department or the lead project agency is not necessarily shared by other departments or senior government team. As such, the change of governments has reportedly affected the start-up process and implementation progress of projects in a number of cases (e.g. APDMP, CHIRAAG).

229. Where there was interest and support for the projects from many counterpart agencies, these were not necessarily translated into actions ensuring strong and stable leadership and project management or the timely availability of counterpart funds. The choice of lead project agency – while seemingly relevant in different contexts in all cases – and the level and seniority of project directors also affected the access to decision making level and to resources.[277] In almost all cases, there is a position of state project director which is filled by a senior government official who holds multiple portfolios. A deputy position (recruited from market) was created to smooth the transition between the change in the top position (e.g. JTELP and ILSP), but this was changed to two government positions in ILSP, which was found to be more effective. Since then, ICO has proposed two officials at senior management levels for most projects, in order to smooth transitions, but still have convening power with government. However, frequent changes in leadership, as well as long vacancies in technical officers' positions, are common and delay progress.

230. **The government performance on fiduciary aspects has remained below the bar**. The average portfolio's performance on procurement according to supervision mission ratings even worsened, although it has recovered somewhat after the drop in 2018 (figure below). Each project's average on supervision missions' historical ratings on procurement is higher than 4 (moderately satisfactory) only for 3 out of 10 completed or mature projects. The India portfolio's average ratings (on a scale of 1-6) on the following parameters are all below the Asia regional average: acceptable disbursement; financial management; and procurement (table below). Most projects experienced implementation delays, in part due to procurement issues (see also efficiency section).[278] Despite the recommendations from the missions and technical assistance provided by IFAD, gaps remained not fully addressed for some of the projects.[279] The lack of capacity was cited as a major contributing factor with the absence of qualified procurement officers being a

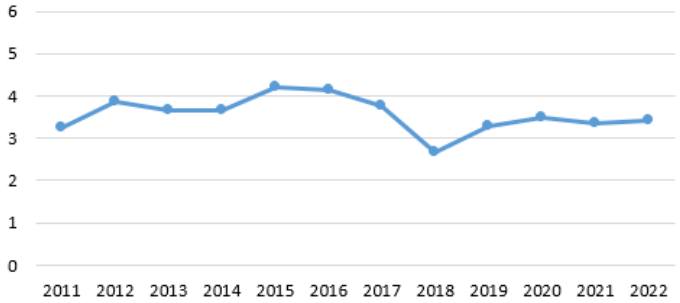
[277] LAMP is housed at the Meghalaya Basin Development Authority which is headed by the Chief Secretary of the Government of Meghalaya, which also manages other externally-aided projects dealing with rural development and natural resource management (supported by JICA and the World Bank). Mostly because of such set-up, LAMP has not suffered much from low level of or delays in the release of government funds.

[278] PTSLP faced several procurement challenges during the initial years, particularly related to "procedural steps and adequate documentation to set up contracts", although the supervision missions and support from IFAD contributed to improved procurement performance (PTSLP PPE). Similarly, OPELIP was reported to have experienced continuous delays in the implementation of the approved procurement plan affecting the project progress (MTR and September 2022 supervision mission).

[279] For example, for JTELP the procurement performance was reported to be inadequate and with significant weaknesses in adhering to procurement procedures that remained unresolved despite "repeated corrective recommendations" (PCRV). Similarly, for CAIM, IFAD identified shortcomings in procurement and contract management during consecutive supervision/JRM missions, but the project failed to take effective follow-up actions to mitigate risks and address the issues (PCR).

common issue.[280] Weaknesses and non-compliance in procurement has led to a number of cases where the payments were declared ineligible.[281]

Figure 5
Average supervision mission ratings on procurement



Source: IFAD database (Operational Results Management System)
Average of all ratings for ongoing projects in a given year

Table 6
Average supervision mission ratings on selected indicators on a scale of 1 (highly unsatisfactory) to 6 (highly satisfactory)

	Acceptable disbursement rate	Financial management	Procurement	M&E
India portfolio average	2.45	3.61	3.68	3.87
Asia and the Pacific region average	3.27	3.89	4.00	3.85

Source: IFAD database (Operational Results Management System)
Asia and the Pacific region average covers all projects approved between 2005 and 2021. For the India portfolio average, only projects covered in this evaluation are analysed.

231. IFAD has assessed the performance of M&E systems in India slightly better than its regional portfolio average but they are focused on inputs and outputs.[282] There is room for improvement with the quality of outcome and impact data and their analyses. While having external surveys conducted has provided useful information to project managers, it is notable that staff interviewed tended to consider impact as being outside their remit, due to this process. There was limited evidence of the findings being used to adjust the strategy and implementation.

232. Government counterpart fund contribution was generally rated better than other indicators also owing to "convergence", but there were also challenges with availability and timeliness in funds flow from the government. The actual percentage of government contribution against the total cost ranged between 4 (PTSLP, against 5 per cent expected) and 64 per cent (APDMP, against 43 per cent expected) (see figure in annex V). Where the government funding percentage was high, this was due to the "convergence" with other government schemes, most often MNGREGA.[283] Two points for consideration are identified with regard to

[280] Discussed in multiple supervision mission reports or PCRs. Also confirmed by the interview with IFAD procurement specialist. For example, for LAMP, the 2022 supervision mission reported that the project has made large number of procurements without following procurement process, and recommended hiring an experienced consultant to align with IFAD guidelines.
[281] PCR for CAIM highlighted instances of ineligible expenditures that appeared due to non-compliance with internal controls and IFAD Procurement Guidelines. Similarly, in the case of JTELP weaknesses in adherence to procurement procedures led to the cancellation of input orders for notably high-value agricultural tools (JTELP PCRV).
[282] Average supervision mission ratings on the performance of M&E systems show improvement after a drop in 2018, whereas the average on knowledge management has been constantly higher than 4 (moderately satisfactory) since 2014 with improvement since 2019 (see annex V).
[283] For example, in the cases of APDMP, CAIM, JTELP. Other schemes included the Special Central Assistance to Tribal Sub-Plans (JTELP) and the Rashtriya Krishi Vikas Yojona (central assistance scheme for development of agriculture and allied sectors) in APDMP.

convergence. Firstly, the benefits of convergence would require case-by-case examination. The value of convergence is high if projects can influence the government schemes to benefit certain areas, communities and activities which may not have happened otherwise. Secondly, the convergence has both upgraded and negatively affected the results.[284] Multiple cases have been documented on delayed release of funds from the Government causing implementation delays (e.g. APDMP, CAIM[285], FOCUS, PTSLP).

233. **Project staffing has been a core challenge negatively impacting the efficiency and performance of projects**, as also discussed in efficiency section. All/most projects have the position of state project directors, whose appointments and changes should be to a large extent under the control of the Government. Apart from the Government's decisions on human resources, other factors contributing to the high turnover reported by missions include dissatisfaction with the remuneration package, lack of capacity and difficulties in finding the staff who meet the criteria outlined in the terms of reference. Weak staff capacity was also an issue that compromised the pace and quality of implementation, for fiduciary aspects as well as technical areas.[286] This was particularly an issue in FOCUS, which was the first internationally-financed development project in those states. Project and government staff are on a steep learning curve regarding procurement and financial management. However, they are progressing.

234. **Summary**. The **government performance** is rated as **moderately satisfactory (4)**. At central level, the Department of Economic Affairs has been highly collaborative and supportive, facilitating the work of IFAD. The leadership, ownership and sustained support for project at the level of state government has been mixed. Frequent changes of project management leadership have affected the project implementation. The government performance on fiduciary aspects has remained below the bar. However, convergence has been valuable in those cases where projects have worked together with government schemes to benefit certain areas, communities and activities which may not have otherwise been reached.

[284] As a positive example, MPOWER's convergence with MGNREGA has helped in promoting water construction structures and sheds for animals (PCRV, 14). For JTELP and CAIM, convergence with MGNREGA led to the successful construction water-related infrastructure. On the other hand, delayed release of funds for government schemes causing mismatch of intervention timelines and reducing effectiveness (e.g. LAMP, OPELIP).

[285] CAIM PCRV "release of funds did not match the annual work plan and budget in nearly all year, while the timing of disbursements was not aligned with the agricultural season which impacted negatively on results."

[286] The Project Completion Synthesis report for Tejaswini Madhya Pradesh also highlighted that a technical team at the SPMU level had a limited knowledge in community institution development, micro-finance, and livelihoods development. Similarly, based on the ADPMP PCR, the line department staff that were assigned oversight responsibility for the project "lacked previous experience with farmer producer organizations" especially in the areas of business promotion, marketing and governance building.

V. Conclusions and recommendations

A. Conclusions

235. The assessment of the India country strategy and programme needs to be put into context. Given the size and variation in socio-economic, geographic and agro-ecological zones, and a highly decentralized context, it is challenging to develop a clear strategy at country level and cohesive set of interventions. It is also important to note that since the last CPE in 2016, the Government has significantly increased the scale of direct transfer/delivery of welfare and subsidy schemes (in cash and in kind) for social protection, poverty reduction, and agriculture and rural development. IFAD's resource envelope, though largest for India among the member states, is insignificant relative to the massive Government resource flow to the majority of its population, including the IFAD target group. These point to the importance of critically reflecting on IFAD's added value and how to leverage on the Government support or to inform their planning and implementation.

236. In the evaluated period, IFAD's country programme in India has operated in the context of country's steady economic growth up to 2020. This was then dampened by external shocks which also affected implementation progress, followed by recent signs of rebound. This period started seeing a "generational change" in the portfolio: many older long duration projects with traditional features (e.g. SHGs, community development, livelihoods improvement) completed; and while some of these features are maintained, there has been a shift in the weight and diversification in the approach, with greater attention to producer groups, market access, climate change and strengthening resilience. If three of the six ongoing projects (all designed prior to the 2018 COSOP) complete in 2024 as scheduled, the portfolio in 2025 will comprise remaining three ongoing projects (which will run till 2027 or 2029) plus two new projects that are currently under design.

237. **The IFAD country programme has been relevant, well aligned with government policies and priorities.** The IFAD programme generally maintained a focus on disadvantaged areas (hilly, remote, drought-prone) and disadvantaged groups, notably scheduled tribes, particularly vulnerable tribal groups, scheduled castes, and poor rural women. IFAD is recognized by most stakeholders, including some in the government, as having a specific focus on supporting such disadvantaged areas and groups. The projects have pursued convergence to align with government schemes (such as MGNREGA), although the relevance and value of convergence varied in different cases: in some cases, IFAD support was able to inform and provide inputs to the government programmes and leverage greater outcomes for programme beneficiaries, but in other cases, the same/similar government-supported interventions (e.g. infrastructure sub-projects under MGNREGA) would have taken place, with or without IFAD-funded projects. Projects are also collaborating closely with Panchayat Raj institutions in planning and implementing project-supported interventions.

238. **Overall, the country strategy and programme performance has continued to be relatively strong in IFAD's historical areas of investment**. The areas of visible results have included community development and addressing basic needs with multifaceted interventions, strengthening of grassroots institutions (especially with SHGs and their federations), access to finance including leveraging funds from banks, livelihoods improvement, tribal development, and women's participation and empowerment. Interventions in these areas have progressed, building on experiences and lessons from previous projects, especially where successive projects were supported with the same partners (e.g. with MAVIM in Maharashtra for women's economic and social empowerment). The positive results and achievements came mostly from the older completed projects, while ongoing projects close to completion (approved in 2014, 2015 and 2017) suffered from

implementation delays, in part due to the COVID-19 pandemic, affecting the results and sustainability.

239. **The programme strengths, innovations and achievements have not significantly progressed with respect to the previous 2016 CPE**. For example, progress in connecting small-scale producers to remunerative markets and generating off-farm income earning opportunities has not been consistent. Projects have supported grassroots organizations (such as federations of SHGs and cooperatives) to better connect them to the markets and promote commercialization, but the approach has not always been adequate to support the development of self-reliant organizations with strong sense of ownership and social capital, with some exceptions (e.g. federations of SHGs in Tejaswini). The support has focused on providing grassroots organization with equipment, machinery and infrastructures for them to take up the roles of market intermediaries (aggregation, processing, packaging and selling), but the financial viability and business cases were not always clearly established for such investment and there has been insufficient attention to explore the opportunities to better engage with private sector actors.

240. **The portfolio by and large lacked an integrated approach to natural resource management and climate change adaptation**. The programme has done reasonably well in promoting organic or less chemical intensive farming practices, or in some cases, promoting soil and water conservation practices (often combined with physical interventions). However, despite the operations in agro-ecologically challenging areas (hilly, drought-prone) with land degradation and water scarcity/reliability issues and growing threats from climate change, the focus in natural resource management has been more on infrastructure sub-projects and natural resource utilization, rather than sustainable management of natural resources with attention to broader ecosystems. There have also been some gaps in environmental safeguards with risk of adverse impacts on the environment.

241. **There have been positive examples of impact on institutions and policies and scaling up mainly at state level.** Convergence with government schemes and working with local governance institutions paved the way for providing inputs to government schemes and institutions. Especially in the states where IFAD has operated for a long time, there is evidence that experience under IFAD-funded projects has informed the state government programmes in one way or another, also with continued support under and convergence with follow-on IFAD-financed projects. This is the case in Maharashtra (women's organizations and empowerment), Odisha (facilitating Government outreach to PVTGs) and Uttarakhand (experience with livelihoods collectives now integrated into the work of the state rural livelihoods mission, with REAP being expected to closely work with the mission) in the ongoing portfolio. In the case of Maharashtra (with ongoing Nav Tejaswini), the ambition is to take the experience out of the state as well as out of the country.

242. **On the other hand, a number of factors have limited the scope for the country programme to inform policy issues and other interventions**. First, project monitoring and evaluation systems have tended to focus on inputs and outputs, with inadequate assessment and analysis of outcomes for adaptive management and for drawing lessons. While clear efforts have been made to better document and disseminate experiences and stories from the field, more solid data and analysis would have been required to ensure the quality and utility of knowledge. Second, there have been limited investments in systematically analysing, distilling and packaging knowledge from different projects. Even though the 2018 COSOP recognized the importance of knowledge management at project as well as programme level "to engage partners and national stakeholders in dialogue on scaling up successful technologies, approaches and processes", how this was going to be done with what human and financial resources was not

clarified and such actions were not taken. Third, with state-based projects, it has proved - understandably - difficult to build relationships with central line ministries, although this may not be the challenge only for IFAD.

243. **Potential for partnerships has not been sufficiently explored.** Recently developed partnerships with international organizations (e.g. Gates Foundation and BMZ, Germany) are a step in the positive direction as collaboration with like-minded development partners could not only contribute to increased financial offer but also reinforce the knowledge management, policy engagement and scaling up efforts. However, insufficient progress has been made in partnership building with research institutions, the private sector or other non-governmental actors. The 2016 CPE and the COSOP called for improved collaboration with state and local agricultural research and extension centres and some work has been done, but mainly through contractual arrangements in projects for specific tasks, rather than as part of strategic and programmatic collaboration (e.g. with a shared vision to address critical challenges). Similarly, numerous NGOs and civil society organizations have been engaged as service providers, but the extent to which they are encouraged to propose opportunities for innovations or provide inputs to intervention strategy and approach was not clear. Furthermore, while the 2018 COSOP identified public-private-producer partnerships as a potential area of innovation and a number of projects were expected to promote multi-stakeholder platforms (e.g. LAMP, FOCUS), concerted efforts in this respect have been limited.

244. **The portfolio inefficiency issue raised in the 2016 CPE has not been solved and continues to affect the performance.** At least half of the ongoing projects have suffered from serious implementation delays, leading to a risk of non-achievement of objectives as well as sustainability concerns. The main causes included delays in staff recruitment and designation/deputation, high staff turn-over, procurement delays (largely due to weak capacity) and delays in release of government funds. The inclusion of a deputy-level manager position has proved to be useful to maintain the continuity and facilitate timely decision-making, but only partially with other challenges unaddressed.

B. Recommendations

245. Based on the findings and conclusions drawn, this CSPE offers the following recommendations. A number of them are similar to the recommendations by the 2016 CPE.

246. **Recommendation 1: The next COSOP should clearly establish IFAD's added value, to be supported by multi-pronged strategies based on the profiles of target groups, partners' capacities, and types of development challenges to be addressed**. Given its relatively very small resource envelope, IFAD-supported interventions should be driven by opportunities for piloting innovative solutions and approaches to address key rural development challenges in India. The identification of focus areas will need to take into consideration: (i) IFAD experience and comparative advantage in India, as well as experience and knowledge from other countries; (ii) priorities for the primary target group; (iii) Government priorities and schemes which provide opportunities for feeding the experience and knowledge; and (iv) potential for impact (breadth and depth) and scalability (see also recommendation 2)

    (a) **Identify potential common threads in the portfolio in terms of development challenges to be addressed and priorities relative to the primary target group**. Potential areas of interventions and innovations should be planned with a view to facilitating knowledge systematization from multiple (not necessarily all) projects in similar or different contexts, rather than the focal areas simply justifying project activities in separate locations. The areas of common threads may include, for example, water management and governance in water scarce conditions, sustainable farming systems in

hilly areas, differentiated gender transformative approach adapted to socio-cultural contexts, integrated support for the well-being and empowerment of PVTGs in fragile environment, empowerment of SCs, rural youth engagement or approach to improve market access for producers in remote areas. It is important that a range of options be identified based on needs assessment and consultation with potential partners, while scouting for opportunities for innovations

(b) **Clarify the strategic considerations for state selection and engagement**. There may be 2-3 new projects to be designed under the 2024 COSOP framework. While pre-selection of specific states is not suggested, care should be taken not to have the project states too widely spread or increased. Work in new states should only be considered with a long-term view (following discussions with government officials and local stakeholders), rather than one project of 5-6 years, and where IFAD's comparative advantages and strengths can add value. In the states with historical engagement, the country programme should focus on supporting the state governments and partners to: (i) institutionalize successful intervention models and scale up the results in the IFAD-funded projects (as per the examples of Nav Tejaswini in Maharashtra and the planned OPELIP III in Odisha); (ii) generate, package and share knowledge and lessons to inform a broader audience, possibly also integrating experiences in multiple projects and states; and (iii) pilot innovative approaches and solutions to emerging challenges.

247. **Recommendation 2: Emphasise the promotion of effective monitoring, feeding into knowledge management and innovation for scaling up in all aspects of the country strategy and programme**.

(a) Based on the focal areas and common threads (and geographical areas of operations) being confirmed (recommendation 1), IFAD and the Government should **identify partners of different types and at different levels**. These partners would include: (i) state-level government agencies, missions and schemes that would be involved in investment projects and are well-placed to scale up of tested solutions to rural development challenges; (ii) local NGOs or civil society organizations which may offer ideas for innovation and support the operations; (iii) government agencies, think tank or research institutes at national level; and (iv) like-minded development partners (possibly including financial resource contributions). There should be a careful reflection at the country programme level on the opportunities and entry points for improved engagement with central-level partners that may not be the direct implementing partners in investment projects.

(b) **Project planning and implementation should be linked to and integrated into government institutions, mechanisms and processes** as much as possible from the onset **to facilitate the incorporation and scaling-up of innovations** after project completion. IFAD support has piloted and implemented several innovations over the years, but more attention should be given to enhancing the innovation culture (potentially by allocating specific resources) and scaling up. It is vital that the pursuit of convergence is focused on the added value that IFAD support could bring and on the opportunities for influencing government schemes with scaling up pathways in mind (rather than for demonstrating increased counterpart funding *per se*), with the aim to leveraging greater outcomes and impact for the primary target group.

(c) **Invest in strengthening project-level monitoring and evaluation, as well as analytical work and knowledge management at the country programme level.** Project M&E should pay greater attention to collecting robust data on results and outcomes and understanding factors for success or

failure for learning (and adjusting implementation). IFAD should support project staff capacity building and provide consistent implementation support, possibly engaging advisory service providers over a period for multiple projects (funded by projects or other resources). It is important that experience and lessons on similar challenges from different projects (similar or different contexts and profiles of the target group) be better systematized, analysed and distilled. The regular portfolio review meetings with the Department of Economic Affairs or other cross-project gatherings should include policy and practice discussions and development of improved knowledge sharing products. The country programme could consider engaging in think tanks and policy research institutions for analytical work which is to be also informed by other initiatives, debate and research. Lastly, it is recommended that IFAD designate one of the ICO staff to be specifically responsible for outcome tracking and knowledge management at the country programme level.

248. **Recommendation 3: Ensure adequate attention, investment and capacities in social capital enhancement for strengthening grassroots organizations**. A clear methodological framework, sufficient time and efforts are needed for developing a shared vision, building social capital for inclusive member-based grassroots organizations (especially producer organizations), and for monitoring the progress and assessing institutional capacities. IFAD should maintain the focus on inclusion of disadvantaged groups, while recognizing that this is bound to require more time and efforts and that the issue of intra-group power relations would require monitoring. Subsidies and grants for productive activities and business development (whether directly provided by projects or in convergence), if any, should be considered only after adequate social mobilization and the development of a shared vision by members.

249. **Recommendation 4: Strengthen market and business orientation in interventions aimed at improving small-scale producers' access to markets.** Business development support needs to be based on solid market analyses and financial viability assessment (e.g. after establishing a business case for provision of equipment and based on business plans). The Government and IFAD should also explore opportunities for partnerships with different types of players in the private sector, depending on areas and commodities (including beyond state level actors). Clustering of production should be pursued, where possible, as a means to facilitate connections to markets and private sector actors. It is important that the strategy and approach be adapted to the agro-ecological context, market opportunities and producers' capacities.

250. **Recommendation 5: Strengthen the care and considerations for the environment, natural resource management and climate resilience in a more integrated manner**. The design and planning on interventions on ENRM and agricultural productive activities should be based on more integrated approach with attention to ecosystems rather than sporadic interventions (for example with physical structure schemes). It is important to assess what has worked and what has not – in and outside the IFAD-supported portfolio - with traditional soil, forest and water conservation methods, participatory land use planning and watershed approach, the use of newer ICT tools (e.g. drones, geo-data) and what could still be trialled with further capacity building and partnerships. More rigorous environmental and social risk assessment processes must be conducted in design and planning, and properly monitored. At the same time, not only 'do no harm' should be the basic principle, but also interventions should integrate the proactive 'do good' focus.

251. **Recommendation 6: Attention and measures to improve efficiency are needed**. IFAD and the Government should carry out a critical review of issues impacting on efficiency (including those involving the state governments) and identify measures and actions needed to address them, reflecting on ease of

implementing and their potential impact. For the areas and issues that are mostly structural and procedural in the Government and are hence difficult to influence, project designs (processes and procedures, implementation arrangements) would need to reflect on risk mitigation measures, which should be updated during implementation. For example, the practice of including two senior government officers in the project leadership teams, coupled with a consultant as a deputy to them, should be continued as a means to reduce gaps that may be caused by high management/staff turn-over. The commitment by the main leading government agencies needs to be secured prior to the commencement of the design process, while the design work and timing should take into account political events such as elections. It is critical that procurement capacity and performance be upgraded. The programme should devise a strategy to attract and retain qualified procurement specialists with competitive remuneration package, and ensure adequate ongoing support by IFAD.

Definition of the evaluation criteria

Evaluation criteria

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.

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.

Knowledge management

The extent to which the IFAD-funded country programme is capturing, creating, distilling, sharing and using knowledge.

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.

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.

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.[1]

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).

Impact

The extent to which the country strategy has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

The criterion includes the following domains:

- changes in incomes, assets and productive capacities
- changes in social/human capital
- changes in household food security and nutrition
- changes in institution and policies

The analysis of impact will seek to determine whether changes have been transformational, generating changes that can lead societies onto fundamentally different development pathways (e.g., due to the size or distributional effects of changes to poor and marginalized groups).

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.

[1] 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.

Evaluation criteria
Note: This entails an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. It involves analyses of resilience, risks and potential trade-offs. Specific domain of sustainability: Environment and natural resources management and climate change adaptation. The extent to which the development interventions/strategy contribute to enhancing the environmental sustainability and resilience to climate change in small-scale agriculture. Scaling-up* takes place when: (i) other bi- and multi laterals partners, private sector, etc.) adopted and generalized the solution tested/implemented by IFAD; (ii) other stakeholders invested resources to bring the solution at scale; and (iii) the government applies a policy framework to generalize the solution tested/implemented by IFAD (from practice to a policy). *Note that scaling up does not only relate to innovations.
Gender equality and women's empowerment The extent to which IFAD interventions have contributed to better gender equality and women's empowerment. For example, in terms of women's access to and ownership of assets, resources and services; participation in decision making; work load balance and impact on women's incomes, nutrition and livelihoods; and in promoting sustainable, inclusive and far-reaching changes in social norms, attitudes, behaviours and beliefs underpinning gender inequality. Evaluations will assess to what extent interventions and strategies have been gender transformational, relative to the context, by: (i) addressing root causes of gender inequality and discrimination; (ii) acting upon gender roles, norms and power relations; (iii) promoting broader processes of social change (beyond the immediate intervention). Evaluators will consider differential impacts by gender and the way they interact with other forms of discrimination (such as age, race, ethnicity, social status and disability), also known as gender intersectionality.[2]
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. 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.

[2] Evaluation Cooperation Group (2017) Gender. Main messages and findings from the ECG Gender practitioners' workshops. Washington, DC. https://www.ecgnet.org/document/main-messages-and-findings-ieg-gender-practitioners-workshop

IFAD-financed projects in India

Project name	Total project cost US$ million	IFAD financing US$ million	Cofinancing US$ million	Counterpart US$ million	Beneficiary contribution US$ million	Executive Board approval	Loan effectiveness	Project completion date	Cooperating institution	Project status
Bhima Command Area Development Project	93.7	43.7	50.00	50.0		9/18/1979	12/14/1979	10/31/1984		Financial Closure
Rajasthan Command Area Development and Settlement Project	103.6	48.0	55.60	55.6		12/19/1979	3/3/1980	6/30/1988		Financial Closure
Sundarban Development Project	36.2	15.9	20.30	20.3		12/3/1980	2/4/1981	12/31/1988		Financial Closure
Madhya Pradesh Medium Irrigation Project	232.1	25.0	207.10	67.1		12/17/1981	9/17/1982	9/30/1987	IDA	Financial Closure
Second Uttar Pradesh Public Tubewells Project	177.0	30.1	146.90	55.9		4/21/1983	10/6/1983	3/31/1990	IDA	Financial Closure
Orissa Tribal Development Project	24.4	12.2	12.20	10.8		12/3/1987	5/27/1988	6/30/1997	WFP	Financial Closure
Tamil Nadu Women's Development Project	30.6	17.0	13.60	4.5		4/26/1989	1/26/1990	6/30/1998		Financial Closure
Andhra Pradesh Tribal Development Project	46.5	20.0	26.51	7.1	3.20	4/4/1991	8/27/1991	9/30/1998	UNFPA-USA, Netherlands	Financial Closure
Maharashtra Rural Credit Project	48.4	29.2	19.14	15.0		4/6/1993	1/6/1994	3/31/2002	UNDP, WIF	Financial Closure
Bhima Command Area Development Project	93.7	43.7	50.00	50.0		9/18/1979	12/14/1979	10/31/1984		Financial Closure
Rajasthan Command Area Development and Settlement Project	103.6	48.0	55.60	55.6		12/19/1979	3/3/1980	6/30/1988		Financial Closure
Sundarban Development Project	36.2	15.9	20.30	20.3		12/3/1980	2/4/1981	12/31/1988		Financial Closure
Madhya Pradesh Medium Irrigation Project	232.1	25.0	207.10	67.1		12/17/1981	9/17/1982	9/30/1987	IDA	Financial Closure
Second Uttar Pradesh Public Tubewells Project	177.0	30.1	146.90	55.9		4/21/1983	10/6/1983	3/31/1990	IDA	Financial Closure
Orissa Tribal Development Project	24.4	12.2	12.20	10.8		12/3/1987	5/27/1988	6/30/1997	WFP	Financial Closure

Project name	Total project cost US$ million	IFAD financing US$ million	Cofinancing US$ million	Counterpart US$ million	Beneficiary contribution US$ million	Executive Board approval	Loan effectiveness	Project completion date	Cooperating institution	Project status
Tamil Nadu Women's Development Project	30.6	17.0	13.60	4.5		4/26/1989	1/26/1990	6/30/1998		Financial Closure
Andhra Pradesh Tribal Development Project	46.5	20.0	26.51	7.1	3.20	4/4/1991	8/27/1991	9/30/1998	UNFPA-USA, Netherlands	Financial Closure
Maharashtra Rural Credit Project	48.4	29.2	19.14	15.0		4/6/1993	1/6/1994	3/31/2002	UNDP, WIF	Financial Closure
Andhra Pradesh Participatory Tribal Development Project	50.3	26.7	23.61	9.4	3.76	4/19/1994	8/18/1994	9/30/2002	Netherlands	Financial Closure
Mewat Area Development Project	22.3	15.0	7.33	6.6	0.70	4/12/1995	7/7/1995	12/31/2004		Financial Closure
Rural Women's Development and Empowerment Project	53.5	19.2	34.34	3.4	2.91	12/5/1996	5/19/1999	6/30/2005	IDA	Financial Closure
North Eastern Region Community Resource Management Project for Upland Areas	73.4	42.9	30.52	20.5	4.77	4/29/1997	2/23/1999	9/30/2016		Financial Closure
Jharkhand-Chhattisgarh Tribal Development Programme	31.1	23.0	8.13	4.8	3.35	4/29/1999	6/21/2001	6/30/2012		Financial Closure
National Microfinance Support Programme	134.0	22.0	112.02			5/4/2000	4/1/2002	6/30/2009	DFID	Financial Closure
Orissa Tribal Empowerment and Livelihoods Programme	117.0	35.0 (HC,blend)	82.03	20.1	9.14	4/23/2002	7/15/2003	3/31/2016	WFP, DFID	Financial Closure
Livelihood Security Project for Earthquake-Affected Rural Households in Gujarat	24.0	15.0	8.96	1.7	0.70	9/12/2001	11/4/2002	10/9/2006	WFP	Financial Closure
Livelihoods Improvement Project in the Himalayas	84.3	39.9	44.37	11.4	9.49	12/18/2003	10/1/2004	12/31/2012		Financial Closure
Tejaswini Rural Women's Empowerment Programme	228.2	54.4 (HC, blend)	173.71	15.2	15.76	12/13/2005	7/23/2007	9/30/2018		Financial Closure

Project name	Total project cost US$ million	IFAD financing US$ million	Cofinancing US$ million	Counterpart US$ million	Beneficiary contribution US$ million	Executive Board approval	Loan effectiveness	Project completion date	Cooperating institution	Project status
Post-Tsunami Sustainable Livelihoods Programme for the Coastal Communities of Tamil Nadu	113.5	52.8	60.61	6.1	14.62	4/19/2005	7/9/2007	6/30/2020		Financial Closure
Women's Empowerment and Livelihoods Programme in the Mid-Gangetic Plains	29.5	7.2	22.30	1.7	2.47	12/14/2006	12/4/2009	1/31/2015		Financial Closure
Mitigating Poverty in Western Rajasthan Project	62.3	31.0	31.37	21.0	2.64	4/24/2008	12/11/2008	12/31/2017		Financial Closure
Convergence of Agricultural Interventions in Maharashtra's Distressed Districts Programme	118.6	41.1	77.54	37.6	3.61	4/30/2009	12/4/2009	12/31/2018		Financial Closure
Integrated Livelihood Support Project	258.8	89.9	168.88	48.0	10.97	12/13/2011	2/1/2012	3/31/2021		Financial Closure
Jharkhand Tribal Empowerment and Livelihoods Project	104.1	39.5	64.59	7.9	0.93	9/21/2012	10/4/2013	12/31/2021		Financial Closure
Livelihoods and Access to Markets Project	205.8	70.6 (blend)	135.12	57.0	13.46	4/8/2014	12/9/2014	12/31/2024		Available for Disbursement
Odisha Particularly Vulnerable Tribal Groups Empowerment and Livelihoods Improvement Programme	130.4	51.2 (blend)	79.19	76.2	3.00	4/22/2015	3/18/2016	3/31/2024		Available for Disbursement
Andhra Pradesh Drought Mitigation Project	42.5	13.4 (blend)	29.04	3.5	1.18	12/14/2016	9/7/2017	12/31/2021		Financial Closure
Fostering Climate Resilient Upland Farming Systems in the North East	161.7	69.75 (blend)	91.96	31.9	6.27	12/11/2017	1/25/2018	3/31/2024		Available for Disbursement

Project name	Total project cost US$ million	IFAD financing US$ million	Cofinancing US$ million	Counterpart US$ million	Beneficiary contribution US$ million	Executive Board approval	Loan effectiveness	Project completion date	Cooperating institution	Project status
(Mizoram and Nagaland States)										
Maharashtra Rural Women's Enterprise Development Project (Nav Tejaswini)	413.3	51.4 (ordinary)	361.88	96.2	4.95	12/3/2020	1/22/2021	3/31/2027		Available for Disbursement
Chhattisgarh Inclusive Rural & Accelerated Agriculture Growth Project	238.7	67 (ordinary)	171.69	71.7		5/10/2021	8/17/2021	9/30/2027	IBRD	Available for Disbursement
Rural Enterprise Acceleration Project	378.0	105 (ordinary)	273.05	24.3	14.11	12/30/2021	6/2/2022	3/31/2029		Available for Disbursement
TOTAL	**3 867.7**	**1 224.1**	**2643.60**	**862.6**	**131.98**					

Basic information on projects covered in CSPE

Project (states)	Objectives	Target group	Components	Lead and partner agencies
PTSLP (Tamil Nadu)	The goal: to enable thousands of tsunami victims living in the coastal areas of Tamil Nadu to return to a stable and productive way of life. A community-driven livelihoods approach was planned to be adopted to build self-reliant coastal communities that are resilient to shocks and able to manage their livelihood base in a sustainable manner.	Coastal dwellers, including coastal fishers, wage labour employed in the fisheries sector, farmers, agricultural labourers and other groups. To specifically target marginalized groups, including woman-headed households and scheduled castes.	(i) coastal areas resource management; (ii) rural finance and risk-transfer instruments; (iii) mployment generation and skills training; (iv) community-based sea-safety and disaster management; and (v) programme management.	Lead Project Agency: Tamil Nadu Corporation for Development of Women. Initially Tamil Nadu Welfare Society for Self-Help Groups) was planned to be a lead agency but it was amended after a change of government in the state (PCR)
Tejaswini (Maharashtra and Madhya Pradesh)	Overall goal: to enable poor women to avail themselves of choices, spaces and opportunities in the economic, social and political spheres for their improved well-being. This would be achieved through: (a) creating strong and sustainable SHGs and SHG apex organizations; (b) providing access to microfinance services; (c) promoting new and improved livelihood opportunities; and (d) creating access to functional literacy and labour-saving infrastructure, and strengthening participation in local governance. In addition, the programme aims to support government policies that empower women and develop the capacity of MAVIM to improve the livelihoods of poor women.	Women members of SHGs. It is envisaged that about 80% of the target group will be women living below the poverty line, many from disadvantaged groups.	(i) Grass-roots institution-building; (ii) microfinance services; (iii) livelihood and enterprise development; (iv) women's empowerment and social equity (v) programme management and institutional support	MAVIM and MVVN (Mahila Vitta Evam Vikas Nigam) were the lead implementing agencies for Maharashtra and Madhya Pradesh respectively. These agencies are under the supervision of the Department of Women & Child Development of the respective state.
MPOWER (Rajasthan)	To: (i) organize and empower the target group through community-based organizations (SHGs, marketing groups, producers' companies, village development committees); (ii) promote income and employment opportunities while reinforcing risk-mitigating strategies; and (iii) provide access to financial services and markets.	Poor households headed by landless agricultural labourers, small and marginal farmers, owners of marginal land or wastelands, traditional artisans, women, or young people with no employable skill sets. In addition to below-poverty-line (households) lists, participatory wealth ranking to be used.	(i) strengthening of grass-roots institutions (ii) livelihood support (iii) project management	Nodal agency: Department of Rural Development and Panchayati Raj. The Department established the State Nodal Office at its headquarters in Jaipur, which falls under the Secretary Rural Development.
CAIM (Maharashtra)	Programme purposes: (i) improve household incomes from diversified farming and from off-farm activities; (ii) render farming systems resilient through the introduction of low external input and organic farming; (iii) facilitate the involvement of farmers' groups in primary processing, quality enhancement and marketing; (iv) empower women through microfinance	Targeting to be based on a dual approach: first, selection of the poorest villages using below-poverty-line criteria. Second, within these villages, identification of the poorest households through a combination of below-poverty-line data and wealth ranking exercises carried out by the entire community. The list of households so identified will be then validated by the Gram Sabha.	(i) institutional capacity-building and partnerships; (ii) market linkages and sustainable agriculture; and (iii) programme management.	Lead Programme agency: Maharashtra State Agricultural Marketing Board

Project (states)	Objectives	Target group	Components	Lead and partner agencies
	and microenterprises; and (v) ensure convergence with ongoing government programmes.			
ILSP (Uttarakhand)	The overall goal: to reduce poverty in the State of Uttarakhand. The project development objective is to enable 143,400 rural households to take up sustainable livelihood opportunities that are integrated with the wider economy.	The priority target groups: (i) small rural producers; (ii) women; (iii) scheduled caste households; and (iv) young people.	(i) Food security and livelihood enhancement, (ii) Participatory watershed development, (iii) Livelihood financing	Lead project agency at the state level: Rural Development Department
JTELP (Jharkhand)	The overall project goal: to improve the living conditions of tribal communities, especially PVTGs, across the tribal scheduled area districts of Jharkhand. The development objective: to empower and enable 136,000 tribal households, including 10,000 PVTG households, to take up livelihood options based on sustainable and equitable use of natural resources.	The project target groups will include households in the ST and PVTG categories, woman-headed households, rural young people and households living below the poverty line in the project area.	(i) community empowerment; (ii) integrated natural resource management; (iii) livelihoods support; and (iv) project management.	Lead Project Agency: Jharkhand Tribal Development Society
LAMP (Meghalaya)	The project's goal: to improve household incomes and the quality of life in rural Meghalaya. This will be achieved by means of the development objective of expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change.	Target groups including tribal communities, which form nearly the total population to be covered by the project; women, particularly those in remote areas; rural young people; and households living below the poverty line within selected areas. The project will adopt specific targeting strategies for each of these groups to ensure that those most vulnerable and marginalized are not left out of project coverage. In line with government policy, the project will adopt a saturation approach, covering all villages in a cluster and all households in a village.	Original: (i) natural resources and food security; (ii) livelihoods support; (iii) knowledge services; and (iv) project management. Restructured at MTR: (i) Integrated NRM; (ii) rural finance; (iii) inclusive supply chains and enterprise devt; KM as a cross cutting theme	Lead project implementing agency: Meghalaya Basin Management Agency (MBMA). MBMA is a not-for-profit company incorporated under the Planning Department of the Government of Meghalaya.[1]
OPELIP (Odisha)	The overall goal: to achieve enhanced living conditions and reduced poverty in target group households. This is to be achieved by building the capacity of target households, securing their entitlements to land and forest, improving their agricultural practices to enhance production, promoting income-generating microenterprises for alternate livelihoods, ensuring access to services such as education and health, and improving community infrastructure. To achieve the objective of empowerment, the programme will promote	Marginalized groups: women, children, unemployed youth, hill-area cultivators, the landless among PVTGs, and other tribal peoples. Based on geographical targeting, it will work in a predefined number of microproject agency gram panchayats. Some programme interventions – such as village development planning and the associated village institutions, and infrastructure such as rural roads – will benefit 100 per cent of the population living in these gram panchayats.	The OPELIP will have four components: community empowerment; NRM and livelihood improvement; community infrastructure and drudgery reduction; and programme management.	Lead programme agency; Scheduled Tribes and Scheduled Castes Development, Minotrities and Backward Classes Welfare Department

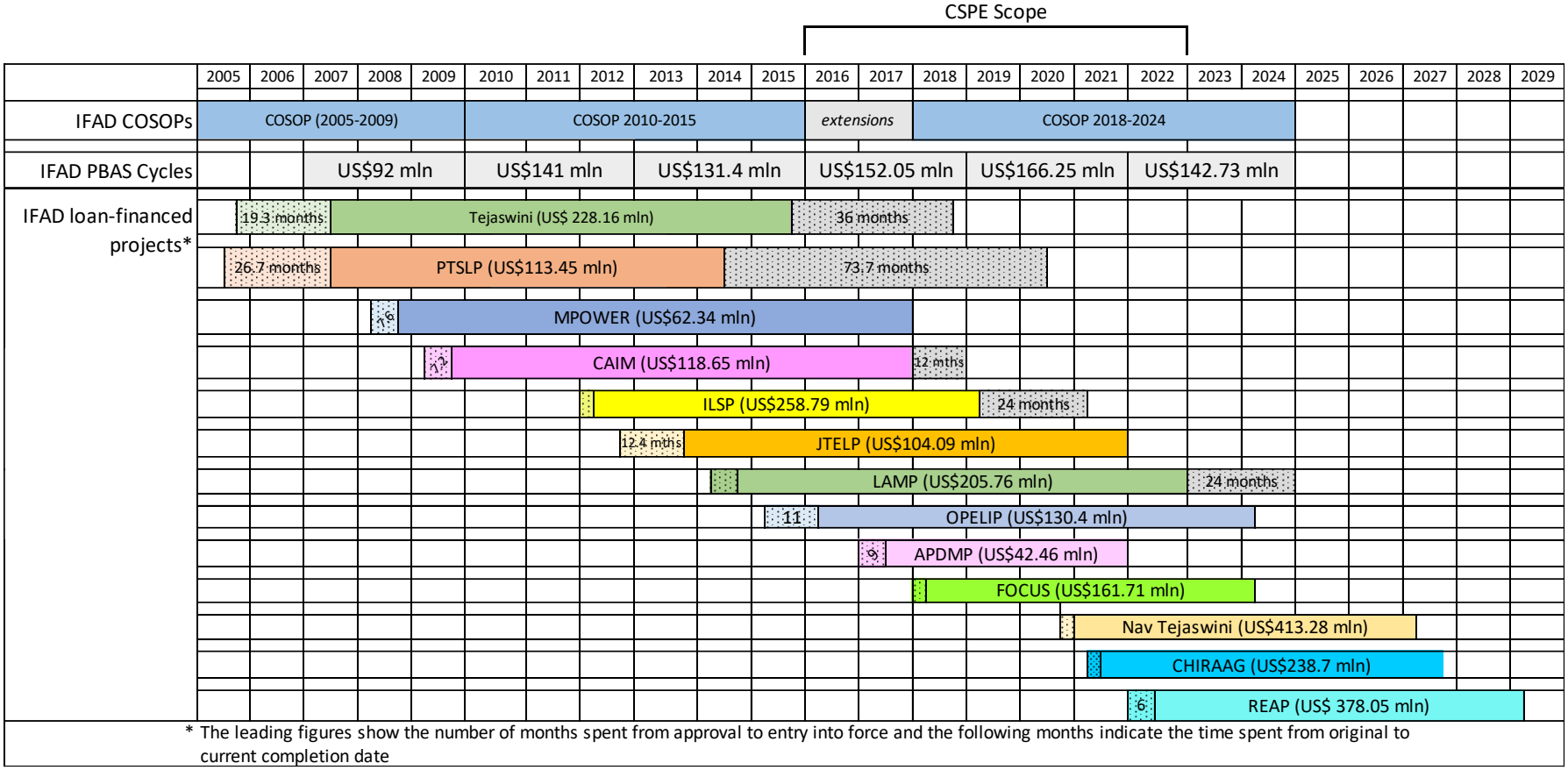
[1] "MBMA focuses on promoting integrated natural resource management focused livelihoods through enterprise development, market access and linkage, and knowledge services by leveraging on investment from State and Central Government, UN organization, multilateral institutions and other stakeholders" (https://www.mbma.org.in/about-us/ accessed August 2023). Currently, MBMA has 7 permanent Directors and 5 non-permanent Directors and all the positions of permanent Directors with the exception of the founder Chairman have been linked to their positions with the GoM (SVM 2020)

Project (states)	Objectives	Target group	Components	Lead and partner agencies
	women's SHGs, organize village development committees for the planning and implementation of programme interventions and train community resource people to provide needed services in production, marketing and legal assistance.			
APDMP (Andhra Pradesh)	The overall project goal: to improve the incomes of approximately 165,000 farming households and strengthen their resilience to drought. This goal was to be be achieved through the development objective of strengthening the adaptive capacity and productivity of agriculture in the rainfed zones of five districts in southern Andhra Pradesh state.	All categories of farmers and landless people, including Scheduled Castes and Scheduled Tribes, and vulnerable households, such as women-headed households.	(i) climate-resilient production systems; (ii) drought-proofing through natural resource management and governance; and (iii) project management and lesson learning.	Lead project agency: Agriculture Department of Government of Andhra Pradesh
FOCUS (Mizoram, Nagaland)	The overall goal: to increase agricultural income of 201,500 households, and to enhance their resilience to climate change. This would be achieved through the development objective of increasing the environmental sustainability and profitability of farming systems practiced by highland farmers.	Entirely tribal, including all farmers in the project villages who are dependent on jhum cultivation.	(i) Improved jhum management; (ii) value chain and market access; and (iii) project management and knowledge services	Mizoram: Nodal agency - Dept of Agriculture; Lead Project Agency: Society for Climate Resilient Agriculture in Mizoram Nagaland: Lead Project Agency: the Society for Climate Resilient Agriculture in Nagaland, under the nodal agency ag state level, the Office of the Agriculture Production Commissioner in Nagaland.
Nav Tejaswini (Maharashtra)	The overall goal: to enable one million poor rural households to overcome poverty sustainably (sustainable in economic, social, and environmental terms, including climatic resilience). The development objective: to improve capacity of rural women to diversify into sustainable enterprises or engage in remunerative employment and enhance their access to markets.	Direct target groups: the members of existing viable SHGs and their families who participated in the previous Tejaswini project. By profession, the target beneficiaries are marginal farmers, livestock/ fisheries micro-entrepreneurs, producers of non-farm products, workers in service sectors and agricultural labourers. 100% of present direct beneficiaries women, about 20% of SHG members are under 35 years of age (young adults).	(i) Market-driven enterprise development; (ii) Enabling support services; and (iii) Institutional strengthening and project management	Lead implementing agency: MAVIM Nodal department for the project: the Women and Child Development Department, Government of Maharashtra
CHIRAAG (Chhattisgarh)	The project development objective is to improve income opportunities and the availability of nutritious foods in the targeted households of the tribal-dominated areas of Chhattisgarh.	Approximately 2 blocks to be targeted in each of the 14 districts. Within the selected 25 blocks, villages to be selected based on proximity to the Gauthans identified, with 2 villages selected near each village housing a Gauthan taking into	(i) Community empowerment and institutional strengthening; (ii) Diversified, resilient and nutrition-supportive food and	Project implementation agency and nodal department: Government of Chhattisgarh's Department of Agriculture

Project (states)	Objectives	Target group	Components	Lead and partner agencies
		consideration dominance of tribal population and remoteness. The primary target group will include households from ST, PVTG and SC who are either smallholder farmers relying on subsistence rainfed agriculture or forest products for their livelihoods. Within these groups, women and youth will be given special attention.	agriculture systems; (iii) Value addition and market access; (iv) COVID-19 economic recovery response; (v) Project management, monitoring and knowledge.	Development and Farmers Welfare and Biotechnology
REAP (Uttarakhand)	The goal: to contribute to the doubling of income of rural households and reduce distress rural out migration. The objective: to build resilience of rural households by diversifying their sources of income through intensified cluster-based climate resilient production systems of select value chains, promotion of farm and off-farm enterprises and building a supportive ecosystem.	Small farmers and landless households, including returnee migrants affected by the COVID-19 pandemic. In the target households, some 60 per cent of participants will be women and 35 per cent youth. The majority of the beneficiaries are small farmers (with less than 1.0 ha), livestock raisers, microentrepreneurs, non-farm producers, workers in service sectors, agricultural labourers and people engaged in other activities. There will be three categories of smallholders – extremely poor, poor, and commercially oriented. Among all beneficiaries, 80 per cent will be from the first two categories, each with 40 per cent, while the remaining 20 per cent will be from the third. REAP will also target 10,000 ultra-poor households, to be supported through a separate package.	(i) agricultural production of rural households intensified and farm, off-farm and non-farm enterprise promoted, with employment opportunities created; (ii) capacity for community-based organizations and partnerships strengthened; and (iii) conducive enterprise promotion ecosystem fostered	Nodal department: Rural Development Department, Government of Uttarakhand. Lead project agency: Uttarakhand Gramya Vikas Samiti (UGVS)

Source: project design documents, financing agreements

Figure
Timeline of IFAD supported interventions to be covered in CSPE



* The leading figures show the number of months spent from approval to entry into force and the following months indicate the time spent from original to current completion date

IFAD-funded and other grants in India

A. IFAD grants

Project/grant name	Grant number	IFAD financing US$	Grant recipient	Approval date	Effective date	Closing date	Benefitting countries
Asia Training Programme for Scaling Up Pro Poor Value Chains	2000001022	2 000 000	Swiss Association for International Cooperation	2015	21/01/2016	30/09/2021	Vietnam, India, Bangladesh, Myanmar, Lao People's Democratic Republic, China, Indonesia
Strengthening the Role of SAARC in the Sustainable Intensification of Agriculture In South Asia	2000001363	100 000	South Asia Watch on Trade, Economics and Environment	2016	10/04/2016	31/10/2017	Bangladesh, Bhutan, Afghanistan, India, Nepal, Pakistan, Maldives and Sri Lanka
Linking Agrobiodiversity Value Chains and Climate Adaptation Empowering the Poor to Manage Risk	2000000978	1 000 000	Bioversity International	2016	03/06/2016	30/09/2020	Guatemala, India, and Mali
Promoting People Centred Land Governance with International Land Coalition Members	2000001596	3 000 000	ILC	2016	29/09/2016	06/12/2019	Albania, Bangladesh, Bolivia, Cambodia, Cameroon, Colombia, Democratic Republic of Congo, Guatemala, India, Indonesia, Madagascar, Malawi, Nepal, Nicaragua, Peru, Philippines, South Sudan, and Togo
Strengthening Capacity for Assessing the Impact of Tenure Security Measures on Outcomes of IFAD Supported & Other Projects within the SDG Framework	2000001310	220 000	United Nations Human Settlements Programme	2016	20/01/2017	30/06/2020	Eswatini, Peru, Tajikistan, Georgia, Mongolia, Burkina Faso, Ethiopia, Bangladesh, Vietnam, El Salvador, Ecuador, Tunisia, Niger, Senegal, Kyrgyzstan, India, Guatemala, Pakistan, Mali, Bolivia, Uganda, Rwanda, United Republic of Tanzania, Mozambique, Haiti, Sudan, Colombia, Madagascar, Mauritania and Philippines
Linking Research to Impact: Increasing the Effectiveness of Agriculture and Food Systems in Improving Nutrition	2000001514	2 520 000	Bioversity International	2016	31/07/2017	31/01/2023	Indonesia, Mozambique, India, Nigeria, Malawi, Nicaragua and Lao People's Democratic Republic
Enabling GCC Migrant Workers Access to Insurance through an Innovative Technology	2000001884	EUR 255 500	Appui au Développement Autonome	2017	26/10/2017	31/01/2021	India, Luxembourg, United Arab Emirates and Philippines

Project/grant name	Grant number	IFAD financing US$	Grant recipient	Approval date	Effective date	Closing date	Benefitting countries
Solution Linked to Remittances							
Promoting People Centred Land Governance with ILC Members	2000001792	2 000 000	ILC	2017	03/11/2017	12/12/2019	Mongolia, Jordan, United Republic of Tanzania, Indonesia, Malawi, Honduras, Guatemala, Argentina, Moldova, Bolivia, Bangladesh, Madagascar, Peru, Philippines, Nicaragua, Kyrgyzstan, India, South Africa, Cameroon, Senegal, Ecuador, Nepal, South Sudan, Togo, Albania, Colombia, Cambodia
Bamboo for Livelihoods: IFAD Support for the Global Bamboo and Rattan Congress 2018	2000001945	220 000	International Network for Bamboo and Rattan	2018	14/06/2018	31/01/2019	United Republic of Tanzania, Ghana, Ethiopia, Madagascar and India
International Centre on Integrated Mountain Development	2000002006	125 000	International Centre on Integrated Mountain Development	2018	14/01/2019	30/06/2021	Myanmar, Cambodia, India, Bangladesh, Nepal, Lao People's Democratic Republic, Vietnam and Bhutan
Building Sustainable and Inclusive Supply Chains in Asia Pacific Region	2000002475	500 000	Tanager	2018	19/03/2019	30/09/2021	Cambodia, India
Mainstreaming Ex Ante Greenhouse Gas Accounting Into Investments In Agriculture	2000002004	1 080 000	Food and Agriculture Organization of the United Nations (FAO)	2018	08/04/2019	31/12/2023	Burkina Faso, Vietnam, Madagascar, Tajikistan, Brazil, Angola, Côte d'Ivoire, Haiti, Türkiye, Argentina, Egypt, Indonesia, India, Mozambique and Mexico
Sustainable Rural Development For The Asian Pacific Farmers' Programme	2000002365	3 000 000	Asian Farmers' Association for Sustainable Rural Development	2018	05/07/2019	31/03/2025	Mongolia, Thailand, Maldives, Philippines, Myanmar, Vietnam, Cambodia, Afghanistan, Pakistan, Samoa, Tajikistan, Malaysia, Fiji, Bangladesh, Lao People's Democratic Republic, Papua New Guinea, China, Timor-Leste, Tonga, Cook Islands, India, Kyrgyzstan, Vanuatu, Indonesia, Solomon Islands, Nepal, Bhutan and Sri Lanka
United For Land Rights Promoting People Centred Land Governance with ILC Members	2000002830	2 200 000	International Land Coalition (ILC)	2019	07/11/2019	30/06/2022	South Africa, Cambodia, Indonesia, Democratic Republic of the Congo, Peru, Bangladesh, Argentina, Colombia, Madagascar, Togo, Nepal, Uganda, Cameroon, Senegal, Ecuador, Albania, United Republic of Tanzania,

Project/grant name	Grant number	IFAD financing US$	Grant recipient	Approval date	Effective date	Closing date	Benefitting countries
							Kyrgyzstan, India, Bolivia (Plurinational State of) Republic of Moldova, Malawi, Guatemala, Kenya, Philippines and Nicaragua
Dairy for Social Impact: Enhanced Knowledge and Sustainability	2000002846	500 000	Global Dairy Platform	2019	10/03/2020	30/06/2023	Rwanda, Kenya, Vietnam and India
Assuring Resiliency of Family Farmers (ARISE-Farmers) Amidst COVID19	2000003473	2 000 000	Asian Farmers Association for Sustainable Rural Development	2020	30/09/2020	30/09/2022	China, Myanmar, Solomon Islands, Cambodia, Bangladesh, Viet Nam, Tonga, Lao People's Democratic Republic, Nepal, Timor-Leste, Indonesia, India, Fiji, Vanuatu, Pakistan, Samoa, Philippines, Papua New Guinea, Mongolia and Sri Lanka
Consortium for Scaling Up Climate Smart Agriculture in South Asia	2000001968	1 500 000	SAARC Agriculture Centre	2018	05/11/2020	30/06/2025	Bangladesh, Nepal and India
Sparking Disability Inclusive Rural Transformation Programme	2000003140	2 500 000	Light for the World International	2020	09/04/2021	30/09/2024	Burkina Faso, Mozambique, India and Malawi
Strengthened Land Rights for Rural Prosperity and Resilience	2000003739	500 000	ILC	2021	10/12/2021	30/06/2023	Peru, Cambodia, Malawi, Bolivia, (Plurinational State of) Nepal, Argentina, Kenya, Indonesia, Mongolia, Madagascar, Cameroon, Albania, Ecuador, Jordan, Senegal, Bangladesh, Philippines, South Africa, India, Colombia, Nicaragua, Kyrgyzstan, Guatemala, Uganda, Moldova, Tanzania and Togo

B. Non-IFAD grants

Project/grant name	Grant number	IFAD financing	Grant recipient	Approval date	Effective date	Closing date	Benefitting countries
Time for Action on People Centred Land Governance	2000001537	EUR 5,000,000	ILC	2016	01/04/2016	31/08/2019	Madagascar, El Salvador, Romania, India, Cameroon, Kenya, Nepal, Democratic Republic of the Congo, Ecuador, Philippines, Thailand, Ghana Colombia, Cambodia, Burundi, Niger, Mozambique, Mongolia, Guatemala, Mexico, Peru, Malawi, United Republic of Tanzania, Indonesia, South Africa, Bangladesh, Honduras, Albania, Senegal, Bolivia. South Sudan, Argentina, Nicaragua, Kyrgyzstan and Jordan
NES 1801	2000002262	US$ 102 519	MARAG (Maldhari Rural Action Group)	2018	28/03/2018	19/03/2019	India

C. Grants financed through International Land Coalition (ILC) (all are country-specific)

Project/grant name	Grant number	IFAD financing US$	Grant recipient	Approval date	Effective date	Closing date
National Engagement Strategy for India 2016-2019 (NES 1616)	2000001709	98 109	MARAG	2016	06/12/2016	06/06/2018
National Engagement Strategy India 2016-2019 (NES 1617)	2000001710	85 344	SARRA (South Asia Rural Reconstruction Association)	2016	06/12/2016	06/06/2018
Ensuring Gender Justice: Enriching Land Rights Movement (CBI 1619)	2000001711	37 660	SWADHINA	2016	06/12/2016	06/06/2018
National Engagement Strategy 2016-2019 (NES 1802)	2000002316	72 249	SARRA	2018	23/04/2018	30/05/2019
Commons, Pastoralist and Land Reform (ASIA 1902)	2000002877	102 697	MARAG	2019	30/04/2019	04/06/2020
Land Reform for Justice and Peace in Asia (ASIA 1903)	2000002946	99 550	MARAG	2019	18/06/2019	31/05/2020
NES India 2019 – Forest Rights and Livelihoods (ASIA 1906)	2000003132	66 800	MARAG	2019	10/10/2019	31/10/2020
Land Forum India (ASIA 2101)	2000003898	80 000	MARAG	2021	30/07/2021	30/09/2022

D. Grants financed through Indigenous Peoples Assistance Facility (IPAF)

Project/grant name	Grant number	IFAD financing US$	Grant recipient	Implementation period
Economic Empowerment of Young Women of the Indigenous Mukkuvar Community through a Traditional Sea Foods and Handicrafts Cooperative in Coastal Kanyakumari District, Tamil Nadu State, India	N/A	26 000	Organization for Community Development	2018-2021
Empowering Tribal Youth for Nutritional Food Security and Income Enhancement in Koraput District of South Odisha	N/A	41 651	Pragati Koraput	2019-2021

Evaluation framework

Evaluation criteria	Key questions	Sources of data and data collection methods
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.	To what extent and in what ways was the country strategy and programme relevant and aligned to: (a) the country's development needs and challenges, national policies and strategies in the evolving context; (b) IFAD's relevant strategies and priorities; (c) the needs of the target group? How appropriate was the targeting strategy, with attention to gender, youth, persons with disabilities and other marginalized groups (such as scheduled tribal groups and scheduled castes)? Was the design quality in line with available knowledge? Were lessons from previous interventions been adequately taken into consideration in the design? To what extent and how were the institutional arrangements appropriate to ensure the effectiveness and efficiency of the implementation? To what extent and how well was the design re-adapted to changes in the context - including the effects of COVID-19 and the Ukraine war?	PCRs for all completed projects (PCRs) PCRVs - MPOWER, CAIM, ILSP APDMP & JTELP PPEs - Tejaswini and PT-Tamil Nadu In-depth desk review of national policies, IFAD design reports, supervision mission reports, impact assessment reports, etc. Interviews with IFAD staff and national stakeholders Interviews and focus groups with beneficiaries during field visits
Coherence: This criterion comprises the notions of external and internal coherence. The external coherence is the consistency of the strategy with other actors' interventions in the same context. Internal coherence looks at the internal logic of the strategy, including the complementarity of lending and non-lending objectives within the country programme.	To what extent were there synergies and interlinkages between different elements of the country strategy/programme (i.e. projects, non-lending activities)? To what extent and how did the country strategy and programme take into consideration other development initiatives to maximize the investments and efficiency and added value?	In-depth desk review of IFAD documentation (e.g. 2016 CPE, 2018 COSOP) as well as information about projects supported by other development partners Interviews with IFAD staff, national stakeholders and representatives of other development agencies Interviews and focus groups with beneficiaries during field visits
Knowledge management: The extent to which the IFAD-funded country programme is capturing, creating, distilling, sharing and using knowledge.	To what extent lessons and knowledge have been gathered, documented and disseminated? How relevant these knowledge materials were to the target audience?	In-depth desk review of IFAD documentation (e.g. studies, knowledge products, information on knowledge sharing activities, communication materials, Interviews with IFAD staff, national stakeholders and other development partners Interviews and focus groups with beneficiaries during field visits
Partnership development: The extent to which IFAD is building timely, effective and sustainable partnerships with government institutions, international organizations, 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 and rural development	How did IFAD position itself and its work in partnership with other development partners? To what extent and how did IFAD foster what types of partnerships with other partners and for what end?	In-depth desk review of IFAD documentation (e.g. COSOP-related documents, knowledge products, documentation on joint initiatives/ programmes) Interviews with IFAD staff and national stakeholders Interviews with other development partners (past and current partners, partners active in agriculture/rural development)

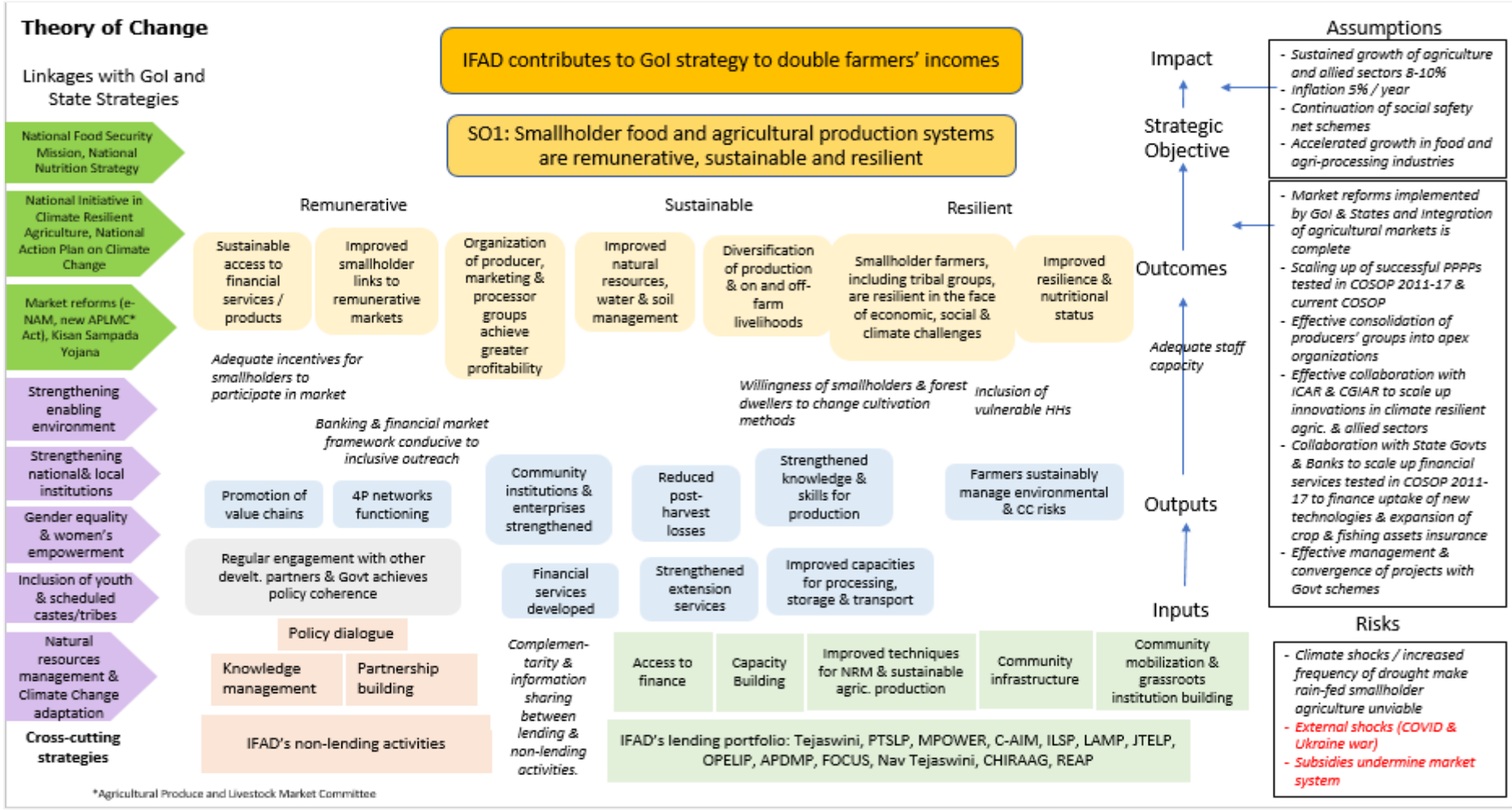
Evaluation criteria	Key questions	Sources of data and data collection methods
Policy engagement: The extent to which IFAD and its country-level stakeholders engage, and the progress made, to support dialogue on policy priorities or the design, implementation and assessment of formal institutions, policies and programmes that shape the economic opportunities for large numbers of rural people to move out of poverty	To what extent and how did IFAD contribute to policy discussions drawing from its programme experience (for example, including but not limited to seed certification process, tenurial rights, etc.)?	In-depth desk review of IFAD documentation (e.g. documentation on policy discussions/policy development, COSOP-related documents, supported policy briefs, etc.) Interviews with IFAD staff and national stakeholders Interviews with other development partners
Effectiveness: The extent to which the intervention/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 .	To what extent were the objectives of the intervention/country strategy and programme (outcome-level) achieved or are likely to be achieved at the time of the evaluation? Did the interventions/strategy achieve other objectives/outcomes or did it have any unexpected consequence? What factors had positive or negative impact on the achievement of the intended results? How effectively were the implementation issues addressed?	In-depth desk review of IFAD documentation (PPE, PCRV/PCR; supervision mission reports; analysis of M&E data) Secondary data for benchmarking Interviews with IFAD staff and national stakeholders Interviews and focus groups with direct and indirect beneficiaries during field visits
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.	To what extent did the programme or project support/promote innovations, aligned with stakeholders' needs or challenges they faced? In what ways were these innovative in the country/local context? Were these innovations scaled up beyond India? Were the innovations inclusive and accessible to different groups (in terms of gender, youths, tribal groups and castes, and diversity of socio-economic groups)? To what extent and how have those innovations led to positive outcomes?	In-depth desk review of IFAD documentation Interviews with IFAD staff and national stakeholders Interviews and focus groups with direct and indirect beneficiaries during field visits
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 (e.g., funds, expertise, natural resources, time) 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).	What is the relation between benefits and costs (e.g., net present value, internal rate of return)? Are programme management cost ratios justifiable in terms of intervention objectives, results achieved, considering contextual aspects and unforeseeable events? Is the timeframe of the intervention development and implementation justifiable, taking into account the results achieved, the specific context and unforeseeable events? Were the financial, human and technical resources adequate and mobilised in a timely manner? Are unit costs of specific interventions in line with recognised practices and congruent with the results achieved (e.g. infrastructure related project interventions)? What factors affected efficiency of IFAD interventions?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation and database (e.g. Oracle Business Intelligence), including: historical project status reports, disbursement data, project financing data, economic and financial analyses, information on project timelines, etc. M&E data Cost and benefit data from other similar projects Interviews with IFAD staff and national stakeholders Interviews and focus groups with direct and indirect beneficiaries during field visits, spot validation of reported costs, benefits
Impact: The extent to which an intervention/country strategy has generated or is expected to generate significant	What are the observed changes in household incomes, assets, food security and nutrition, human and social capital for the target group? And in terms of institutions at different levels and policies? How did the intervention result in or contribute to those changes?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation, including baseline and end line impact surveys

Evaluation criteria	Key questions	Sources of data and data collection methods
positive or negative, intended or unintended, higher-level effects. The criterion includes the following domains: -changes in incomes, assets and productive capacities -changes in social/human capital -changes in household food security and nutrition -changes in institution and policies The analysis of impact will seek to determine whether changes have been transformational, generating changes that can lead societies onto fundamentally different development pathways (e.g., due to the size or distributional effects of changes to poor and marginalized groups)	To what extent did IFAD interventions contribute to increased resilience of rural communities? From an equity perspective, to what extent has the interventions had positive impact on the very poor/marginalized groups, and how Were there any unintended impacts, both negative and positive?	Interviews with IFAD staff and national stakeholders Interviews and focus groups with direct and indirect beneficiaries during field visits Secondary statistical data on poverty, household incomes and nutrition where available and relevant (possible benchmark)
Sustainability: The extent to which the net benefits of the intervention or strategy continue and are scaled-up (or are likely to continue and be scaled-up) by government authorities, donor organizations, the private sector and others agencies. Note: This entails an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. It involves analyses of resilience, risks and potential trade-offs.	To what extent did the intervention/country strategy and programme contribute to long-term institutional, environmental and social sustainability? Did/would community level institutions (producer groups, SHGs, cooperatives, market management committees, etc.) continue operation without external funding? What are the explaining factors? Are the infrastructure microprojects financed by the projects likely to be maintained? And what about the outcomes of other types of microprojects? Did/would national level institutions continue activities they initiated with IFAD support? What are the explaining factors?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation Interviews with IFAD staff and national stakeholders Interviews and focus groups with direct and indirect beneficiaries during field visits M&E data. Interviews with other development partners with similar/relevant support
Environment and natural resources management and climate change adaptation. The extent to which the development interventions/strategy contribute to enhancing the environmental sustainability and resilience to climate change in small-scale agriculture.	To what extent did IFAD interventions contribute to a more sustainable natural resource management? Did IFAD interventions have any positive or negative effects on other ecosystems (horticulture, livestock, fishery, etc.)? To what extent and how did IFAD-supported interventions contribute to adaptation by the target group rural population to climate change and minimizing the damage linked to climate change?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation Interviews with IFAD staff and national stakeholders Interviews and focus groups with beneficiaries during field visits
Scaling up: takes place when: (i) bi- and multi laterals partners, private sector, communities) adopt and diffuse the solution tested by IFAD; (ii) other stakeholders invested resources to bring the solution at scale; and (iii) the government applies a policy framework to generalize the solution tested by IFAD (from practice to policy).	To what extent were results scaled up or likely to be scaled up in the future? Is there an indication of commitment of the government and key stakeholders in scaling-up 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?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation Interviews with IFAD staff, national stakeholders and other development partners

Evaluation criteria	Key questions	Sources of data and data collection methods
Gender equality and women's empowerment: The extent to which IFAD interventions have contributed to better gender equality and women's empowerment. For example, in terms of women's access to and ownership of assets, resources and services; participation in decision making; workload balance and impact on women's incomes, nutrition and livelihoods; and in promoting sustainable, inclusive and far-reaching changes in social norms, attitudes, behaviours and beliefs underpinning gender inequality. Evaluations will assess to what extent interventions and strategies have been gender transformational, relative to the context, by: (i) addressing root causes of gender inequality and discrimination; (ii) acting upon gender roles, norms and power relations; (iii) promoting broader processes of social change (beyond the immediate intervention). Evaluators will consider differential impacts by gender and the way they interact with other forms of discrimination (such as age, race, ethnicity, social status and disability), also known as gender intersectionality	What were the contributions of IFAD-supported interventions to changes in: (i) women's access to resources, income sources, assets (including land) and services; (ii) women's influence in decision-making within the household and community; (iii) workload distribution (including domestic chores); (iv) women's health, skills, nutrition? Were there notable changes in social norms, attitudes, behaviours and beliefs and policies/laws relating to gender equality? Was attention given to programme implementation resources and disaggregated monitoring with respect to gender equality and women's empowerment goals?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation Interviews with IFAD staff and national stakeholders Interviews with other partners Interviews and focus groups with beneficiaries during field visits
Performance of partners (IFAD & Government): The extent to which IFAD and the Government (including central and local authorities and executing agencies) supported design, implementation and the achievement of results, conducive policy environment, and impact and the sustainability of the intervention/country programme The adequacy of the Borrower's assumption of ownership and responsibility during all project phases, including government and implementing agency, in ensuring quality preparation and implementation, compliance with covenants and agreements, supporting a conducive policy environment and establishing the basis for sustainability, and fostering participation by the project's stakeholders.	IFAD: How effectively did IFAD support the overall quality of design, including aspects related to project approach, compliance, and operational aspects? How proactively did IFAD identify and address threats to the achievement of project development objectives? How effectively did IFAD support the executing agency on the aspects of project management, financial management, and setting-up project level M&E systems? How did IFAD position itself and its work in partnership with other development partners? Government: How tangible was the federal and state Governments' commitment to achieving development objectives and ownership of the strategy/project? Did the Governments adequately involve and consult beneficiaries/stakeholders at design and during implementation? How did the Governments position themselves and their work in partnership with other development partners? How well did the projects manage the start up process, staff recruitment, resource allocation, implementation arrangements and coordination with other partners?	PCRs, PCRVs and PPEs for completed projects In-depth desk review of IFAD documentation, including the quality of design, frequency and quality of supervision and implementation support mission reports, project status reports, PCRs, key correspondences (IFAD-Government), COSOP, PPEs and PCRVs Interviews with IFAD staff and national stakeholders IFAD and Government self assessments Project self-assessments Project M&E data

Evaluation criteria	Key questions	Sources of data and data collection methods
	In particular, have any steps been taken to deal with the high turnover of project staff? How timely was the identifications and resolution of implementation issues? Was project management responsive to context changes or the recommendations by supervision missions or by the Project Steering Committee? How adequate were project planning and budgeting, management information system/M&E? Were these tools properly used by project management? How well did the PIUs fulfil fiduciary responsibilities (procurement, financial management)?	

IFAD-supported programme in India: theory of change



Supplementary data for sections II and III

[Section II.A. Country context]

Table 1.
Selected data on rural households in India

Indicators	
Total rural households in the country	172.4 million
Agricultural households among rural households	54 per cent
Scheduled caste/scheduled tribe households	34 per cent
Average land holding owned per household	0.512 ha
Average area used for agricultural activities per operational holding	0.833 ha
Landless rural households	8.2 per cent

Source: Situation assessment of Agricultural Households and Land and Holdings of Households in Rural India, 2019

Table 2.
Welfare and development schemes supported by the central and state governments by category

No	Category	Number of schemes
1	Agricultural, Rural and Environmental	128
2	Banking, Financial Services and Insurance	89
3	Business and Entrepreneurship	81
4	Education and Learning	308
5	Health and Wellness	85
6	Housing and Shelter	31
7	Public Safety, Law and Justice	7
8	Science, IT and Communications	16
9	Skills and Employment	75
10	Social Welfare and Empowerment	468
11	Sports and Culture	46
12	Transport and Infrastructure	13
13	Travel and Tourism	10
14	Utility and Sanitation	24
	TOTAL	1381

Source: https://www.myscheme.gov.in/

[Section III. A Relevance]

Table 3.
Government schemes of relevance to agriculture/rural sectors and IFAD country programme

No	Category	Key Characteristics	Relationship with IFAD-funded projects
Self and Wage Employment Schemes			
1	National Rural Livelihood Mission (NRLM)	• Evolved from Integrated Rural Development Programme • Follows multi-pronged approach to strengthen livelihoods of the rural poor by promoting SHGs. federation of community based institutions, improving existing occupations, providing skill development and placement and access to credit. • Centre state cost sharing 75:25 (90:10 for North Eastern states and Jammu and Kashmir) • Implemented by dedicated management units set up at the state. district and block levels. • Also known as Aajeevika-Deendayal Antyodaya Yojna-National Rural Livelihoods Mission (DAY-NRLM) was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011	IFAD projects such as OPELIP, JTELP, REAP, Tejaswini, Nav Tejaswini have close collaboration with NRLM. PTSLP claims that the concept of Vulnerability Reduction Fund introduced by the project has been adopted and upscaled by NRLM. Projects such as FOCUS and LAMP have strategies to work in synergy with NRLM.
2	Mahatma Gandhi National Rural Employment Guarantee Scheme (MNREGS)	• Largest rights-based employment guarantee programme in the world • Any rural household to 100 days of unskilled employment per year. • Labour used to create productive rural infrastructure such as roads, ponds, bunds. • Operationalized through National Rural Employment Guarantee Act, 2005	While MNREGS have been working in almost all the project areas, there are no clear evidence of close collaboration between IFAD projects and the schemes/
Rural Infrastructure Schemes			
1	Pradhan Mantri Gram Sadak Yojana (PMGSY)	• provide all weather road connectivity in rural areas of the country. • connecting all habitations with a population of 500 persons and above in the plain areas and 250 persons and above in hill States, the tribal and the desert areas	While projects such as JTELP, OPELIP, FOCUS and LAMP have given focus for road connectivity, not sure whether such initiatives have come from PMGSY
2	Pradhan Mantri Kisan Urja Surakshaevam Utthaan Mahabhiyan Yojana (PM-KUSUM Scheme)	• launched in March 2019 by the Ministry of New and Renewable Energy • to subsidize farmers to install solar irrigation pumps for cultivation • Each farmer will receive a 60% subsidy	While Solar powered Irrigation has been provided in OPELIP and JTELP, not sure whether they come under this scheme
Agriculture, Rural and Environment			
1	National Agricultural Market	• National Agriculture Market (e-NAM) is a pan-India electronic trading portal which networks the existing APMC/Mandis to create a unified national market for agricultural commodities. • e-NAM a pan-India electronic trading portal was launched on 14th April 2016, by the Prime Minister of India, with the aim of networking the existing mandis on a common online market platform as “One Nation One Market” for agricultural commodities in India. • Small Farmers Agribusiness Consortium is the lead agency for implementing e-NAM under the aegis of Ministry of Agriculture and Farmers’ Welfare, Government of India.	Not much of collaboration between IFAD projects and National Agricultural Market
2	The Kisan Credit Card (KCC) scheme	• The Kisan Credit Card scheme aims at providing adequate and timely credit support from the banking system under a single window with the flexible and simplified procedures to the farmers for their cultivation and other needs such as to meet: ○ Short-term credit requirements for the cultivation of crops; ○ Post-harvest expenses;	Projects such as Tejaswini, Nav Tejaswini, REAP etc have been involved with KCC

No	Category	Key Characteristics	Relationship with IFAD-funded projects
		○ Produce marketing loan; ○ Consumption requirements of farmer household; ○ Working capital for maintenance of farm assets and activities allied to agriculture; ○ Investment credit requirement for agriculture and allied activities	
3	The National Scheme of Welfare of Fishermen	• Provide fishermen with basic amenities such as housing, community halls, tube well for drinking water. • Ensure financial and social securities of fishermen and their Families. • Upgrade the standard of living of fishermen. • Educate and train fishermen in advanced technologies	The scheme was introduced in 90s. However, there is little reference to this scheme in PTSLP which is connected to fishing community.
4	Pradhan Mantri Kisan Samman Nidhi	• The scheme aims to supplement the financial needs of all landholding farmers' families in procuring various inputs to ensure proper crop health and appropriate yields, commensurate with the anticipated farm income as well as for domestic needs. Under the Scheme an amount of Rs.6000 per year is released by the Central Government online directly into the bank accounts of the eligible farmers under Direct Benefit Transfer mode, subject to certain exclusions.	Have not come across details regarding this scheme in IFAD supported projects.
5	Krishonnati Yojana-Sub Mission On Seed And Planting Material (SMSP)	• The Sub-Mission on Seeds and Planting Material aims to increase the production of certified/quality seed, increase seed replacement ratio, upgrade the quality of farm-saved seeds, strengthen the seed multiplication chain, promote new technologies and methodologies in seed production, processing, testing, etc., to strengthen and modernizing infrastructure for seed production, storage, certification, and quality, etc. • Introduced under Green Revolution – Krishonnati Yojana"-an Umbrella Scheme during 2016-2017	No reference to this scheme in IFAD-funded projects.
6	Agri-Clinics And Agri-Business Centres Scheme	• The scheme, launched by the Ministry of Agriculture and Farmers' Welfare in 2002, aims at agricultural development by supplementing the efforts of public extension by providing extension and other services to farmers either on a payment basis or free of cost as per the business model of agri-preneur, local needs, and affordability of the target group of farmers. • NABARD channelizes the subsidy	No reference to this scheme in IFAD-funded projects.
7	Galvanizing Organic Bio-Agro Resources Dhan (GOBARdhan)	• Galvanizing Organic Bio-Agro Resources Dhan (GOBARdhan) was launched by the Ministry of Drinking Water & Sanitation in April 2018 as a part of the Solid and Liquid Waste Management component under the Swachh Bharat Mission (Grameen) to positively impact village cleanliness and generate wealth and energy from cattle and organic waste. The main focus is to keep villages clean, increase the income of rural households, and generate energy and organic manure from cattle waste.	No reference to this scheme in IFAD-funded projects.
8	Krishi Unnati Yojana-MOVCDNER	• Realizing the potential of organic farming in the North Eastern Region of the country Ministry of Agriculture and Farmer Welfare has launched a Central Sector Scheme entitled "Mission Organic Value Chain Development for North Eastern Region" for implementation in the states of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura, during the 12th plan period. The scheme aims at development of certified organic production in a value chain mode to link growers with consumers and to support the development of entire value chain starting from inputs, seeds, and certification, to the creation of facilities for collection, aggregation, processing marketing and brand building initiative.	No reference to this scheme in LAMP or FOCUS
9	Deen Dayal Upadhyay Grameen	• Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), the skill training and placement program of the Ministry of Rural Development focuses on the rural poor youth and its emphasis on sustainable employment through the prominence and incentives	Not much of reference in the IFAD-funded projects.

No	Category	Key Characteristics	Relationship with IFAD-funded projects
	Kaushalya Yojana	are given to post-placement tracking, retention, and career progression. • The target group is poor rural youth in the age group 15-35. However, the upper age limit for women candidates, and candidates belonging to PVTGs, persons with disabilities, transgender and other special groups like rehabilitated bonded labour, victims of trafficking, manual scavengers, trans-genders, HIV positive persons, etc. shall be 45.	
10	Pradhan Mantri Fasal Bima Yojna (PMFBY)	• The PMFBY works on the One Nation, One Crop, One Premium. To provide insurance coverage and financial support to the farmers in the event of failure of any of the notified crops as a result of natural calamities, pests & diseases. • To stabilize the income of farmers to ensure their continuance in farming. • To encourage farmers to adopt innovative and modern agricultural practices. • To ensure the flow of credit to the agriculture sector.	No reference to this scheme in IFAD-supported projects.
		Rural Finance	
1	Credit Based Schemes For SC-Aajeevika Micro-Finance Yojana (Livelihood Microfinance Scheme)	• To provide prompt and need-based micro finance to eligible scheduled caste persons at a reasonable interest rate through NBFC-MFIs to pursue small/micro business activities.	Not much of reference to this scheme
2	Pradhan Mantri Jan Dhan Yojana-National Mission on Financial Inclusion	• It has the purpose of accessing most financial services for citizens and making it simple for them. These include basic deposit and savings accounts, credit, remittance, pension, insurance, and others available with an inexpensive pay range.	Though specific references have not been made about this scheme, due to its convergence with NRLM, it played a role in many IFAD-funded projects.
3	Small Farmers' Agri-Business Consortium (SFAC)	• SFAC promotes the formation and growth of Farmer Producer Organizations/Farmer Producer Companies. • SFAC offers Schemes like Equity Grant and Credit Guarantee Fund Scheme to FPCs to improve availability of working capital and development of business activities. • SFAC promotes development of small agribusiness through its VCA Scheme for value added processing and marketing linkages. • SFAC is also implementing the National Agriculture Market Electronic Trading (e-Nam) platform. The purpose is to provide for a single unified market for agricultural products with much higher price discovery for farmers.	IFAD supported projects have not involved SFAC in a significant way.

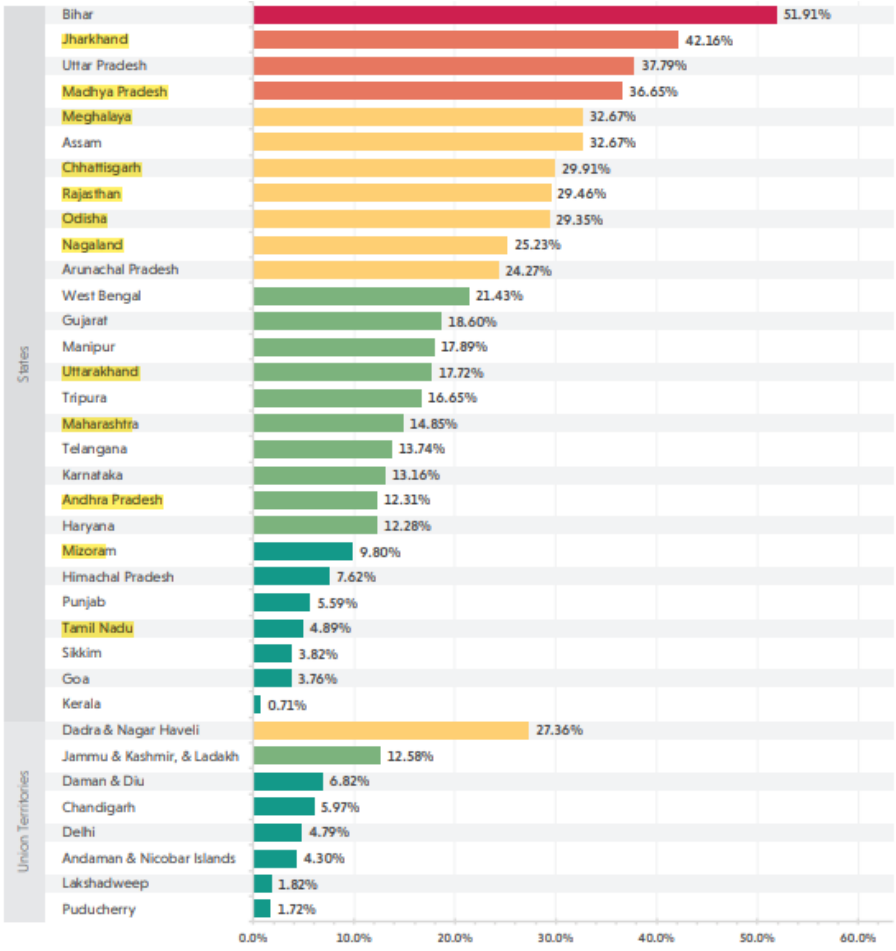
Source: CSPE team based on available government information

Table 4.
Alignment of state selection with 2011 and 2018 COSOPs

COSOP	Geographical consideration indicated in the COSOP	Projects approved in respective COSOP period (state covered)	CSPE comments
2011	"Lagging states" = Bihar, Chhattisgarh, Jharkhand, Odisha, Madhya Pradesh, Odisha, Rajasthan, Uttar Pradesh and Rajasthan. Rainfed areas	ILSP (Uttarakhand)	Uttarakhand is not mentioned in the COSOP, but ILSP was indicated as a pipeline in COSOP. It was to build on earlier project.
		JTELP (Jharkhand)	Explicitly mentioned as a potential state and a pipeline project in COSOP.
		LAMP (Meghalaya)	Meghalaya is not explicitly mentioned in the COSOP, but the choice would have reflected the historical engagement in the state. It is also in the north-eastern region, which is a priority area for the Government.
		OPELIP (Odisha)	Explicitly mentioned as a potential state in COSOP
		APDMP (Andhra Pradesh)	Andhra Pradesh not explicitly mentioned. The project focused on drought-prone areas of the state.
		FOCUS (Mizoram & Nagaland)	Those states not mentioned but reflect a historical investment in the north-eastern region and a request by the Government
2018	Disadvantaged areas, in states with predominantly rainfed agriculture, with north-east region and eastern states being prioritized	Nav Tejaswini (Maharashtra)	Maharashtra: not north-east nor eastern region. However, predominantly rainfed and vulnerable to climate change. Furthermore, justification to build on the past collaboration.
		CHIRAAG (Chhattisgarh)	Eastern state, fit COSOP
		REAP (Uttarakhand)	Not north-east nor eastern region. Given good engagement with the state government, continued collaboration makes sense.

Source: 2011 and 2018 COSOPs and CSPE assessment

Figure 1
Percentage of population who are multidimensionally poor in each state and union territory



Source: NITI Aayog (2021). India – National multidimensional poverty index baseline report.
Note: States highlighted in yellow are covered in the evaluated portfolio

Table 5.
Proportion of schedule caste and scheduled tribe population in project states

States	Scheduled caste	Scheduled tribe
Andhra Pradesh	16.41%	7%
Chhattisgarh	12.82%	30.62%
Jharkhand	12.8%	26.1%
Madhya Pradesh	15.62%	21.9%
Maharashtra	11.81%	9.35%
Meghalaya	0.58%	86.15%
Mizoram	0.11%	94.44%
Nagaland	0%	86.46%
Odisha	17.13%	22.85%
Rajasthan	17.83%	13.48%
Tamil Nādu	18%	1%
Uttarakhand	18.76%	2.90%

Source: 2011 census

Table 6.
Geographical targeting consideration in states and projects covered

State	Project	Rainfed, drought prone	Hilly terrain	Tribal population	Coastal areas
Andhra Pradesh	APDMP	X			
Chhattisgarh	CHIRAAG				
Jharkhand	JTELP			X	
Madhya Pradesh	Tejaswini	X			
Maharashtra	CAIM, Tejaswini, Nav Tejaswini	X			
Meghalaya	LAMP			X	
Mizoram	FOCUS		X	X	
Nagaland	FOCUS		X	X	
Odisha	OPELIP				
Rajasthan	MPOWER	X		X	
Tamil Nadu	PTSLP				X (post tsunami)
Uttarakhand	ILSP, REAP		X		

Source: CSPE team based on project document

[Section III.B. Coherence – internal coherence]

Table 7.
IFAD India portfolio: number of projects and states covered (2016-2023)

	2016	2017	2018	2019	2020	2021	2022	2023
Number of ongoing projects	10	11	9	7	8	8	6	6
Number of states covered	10	11	10	8	9	9	7	7

Source: CSPE team base on IFAD record
Note: Three out of 6 ongoing projects (covering four states) in 2023 are due to complete in 2024. There are two pipeline projects as of August 2023 (in Jammu and Kashmir and Odisha). If the planned completion and the pipeline projects materialize, there would be five projects covering five states in 2015.

Table 8.
2016 recommendations and proposed follow-up – assessment on their implementation

2016 CPE recommendations	Proposed follow-up (2018 COSOP)	2022 CSPE comments
Recommendation 1: Keep priority to disadvantaged areas and groups but explore differentiated approaches… IFAD-funded interventions should continue to target disadvantaged areas, particularly in states with large rain-fed areas, where they can establish effective and innovative approaches for future replication and scaling up of results. At the national level, it will be important to avoid excessive geographic spread-out of the portfolio… Key recommendations of the previous CPE continue to be well-grounded such as the general principle of "one state one loan" and the "saturation" approach (maximizing coverage of a block/district before moving to the next one). Differentiating the approaches according to the target groups. The future programme should continue to target disadvantaged communities and groups, with special attention to women and scheduled tribes. Attention to building and strengthening social capital should continue. However, in different agro-ecological and socio-economic contexts, IFAD will face different challenges. The design approach, component-mix and level of specialisation will need to be adapted. The traditional SHG paradigm will continue to be relevant for areas and groups where basic needs, building of grassroots organizations and subsistence agriculture are still the priority. These are interventions requiring several years of investments, starting from low economic base and human development conditions. Instead, in areas where communities are already organized and there is potential for marketing of surplus production, project designs, in addition to SHGs, should continue to explore additional approaches to community and group building with focus on collectively linking to markets and commercialisation (e.g., producers' groups, mutually-aided cooperative societies and producers' companies).	The new country strategy for India will retain the focus on improving the incomes and nutrition of the rural poor households whose livelihoods rely on rainfed agriculture. The country programme will continue to pursue one loan – one state and the saturation approach…Under the new country strategy, one loan multiple states operations would be considered on an exceptional basis particularly for the North East Region where implementation through a regional agency proved satisfactory. With regard to the sub-recommendation related to the differentiated approaches which is more relevant to new projects, the design of IFAD-funded operations will be informed by poverty and gender analysis studies (current practice) and value chain studies. The information derived from these studies would help define the problem/ opportunity statement and therefore the component/ activity mix required and arrive at approaches that would add value to Government's on-going efforts to reduce rural poverty, increase agricultural productivity, and improve farmers' welfare. Attention will be given to ensure that the projects do not have an unduly long tenure and that all projects have a well-defined exit strategy. Building social capital will continue to be a key feature of the country programme and the new strategy...	Priority on disadvantaged areas and disadvantaged groups has been maintained overall. There were differentiated approaches in the evaluated portfolio also because there were old and long-duration projects. Some of the projects with a focus on STs/PVTGs followed more integrated rural development approaches. In general, the "one state one loan" approach was followed – except for FOCUS covering Mizoram and Nagaland where the project is implemented through each state government. *[Mostly followed up]*
Recommendation 2: Projects' agricultural development components need to focus more prominently on technical solutions for rain-fed agriculture, especially in light of the climate change, collaborate more with local and national applied research and extension, and commercialisation of smallholder agriculture. From a technical perspective, interventions need more direct emphasis on reducing the large intra-district yield differentials, better analyse constraints, risks and opportunities of farming systems. There is also a need for more systematic programme-based partnerships with state and local public research and extension organizations (e.g., district-level *Krishi Vigyan Kendras* and higher research organizations) on technical packages to	The design of new operations will pay more attention to defining clear farming system and packages of practices to improve the crop and livestock production systems and their integration. The supervision and implementation support of on-going projects will share tested packages of practices that reduce production costs, promote sustainable methods of agricultural production, and improve productivity. Expanding the partnership with national applied research and extension organizations will be pursued more vigorously building on the lessons learned from the on-going country programme. The successful results from the IFAD grant programme will be mainstreamed into new or on-going operations taking into consideration the agro-ecological and socio-economic contexts. With the development of IT and Communication tools geared to agriculture, the new and on-going operations will strive to link farmers	Projects have supported interventions aimed at introducing technical solutions for rain-fed agriculture and also introducing small-scale irrigation schemes. There were some examples of collaboration with research and extension organizations, but they were mostly based on short-term specific assignments rather than strategic partnerships geared towards exploring solutions for key challenges and generating knowledge. There was limited grant-funded support aimed at research and extension and

2016 CPE recommendations	Proposed follow-up (2018 COSOP)	2022 CSPE comments
improve productivity of crops, fodder, fruit trees and livestock and mitigate weather-related losses. Investments in agriculture need to be crafted more strategically around territorial and commodity clusters, to better coordinate interventions and concentrate on a critical mass and streams of initiatives. This will also put projects in a better position to support linkages to markets and opportunities for value addition. To improve farmers' access to information on markets and reduce risks, attention needs to be paid to expose them to information technology and insurance products. Emphasis on market access and value chains also implies: (i) better market access and value chain diagnostics upfront to identify the barriers that smallholder farmers face; (ii) clearer identification of the envisaged role of a project (e.g., enhancing access to market information; facilitating access to wholesale markets; investing on improved processing capacity); and (iii) exploring the interest of private sector operators at the design stage. Recent legislation on reinvesting a percentage of corporate profits on corporate social responsibility provides new opportunities.	with knowledge resource centres, low-cost extension/communication services through IEC and will strive to document success stories & case studies. The new and on-going projects will also collaborate with the flagship government programs for water and soil conservation, soil health management, crop insurance and e-marketing. With regards the sub-recommendations related to the territorial and commodity clusters and market access, these are well noted. As indicated under the first recommendation, the detailed component/activity mix and approach will be based on the conclusions of the value chain studies and the definition of the problem/opportunity statement.	exploring technical solutions, there was also limited linkage. The use of information and communication technologies for extension/advisory services or for knowledge management has not been highly visible at farmer level, but there were some examples of supporting e-commerce. Sound market and value chain assessment as a basis for interventions, including the assessment of interests of private sector operators and the need for associated infrastructure in a systematic manner, has not been common. *[Partially followed up]*
Recommendation 3: Complementary interventions in non-agricultural activities are important not only as a measure to diversify rural incomes (primary production will absorb only a part of the burgeoning youth labour supply in rural areas) but, equally important, to develop processing and value addition in agricultural commodity supply chain. In particular, there is scope to better connect these activities with projects' agricultural investments (e.g., in the areas of processing and packaging of products, agricultural tool repair shops, marketing of agricultural inputs, eco-tourism).	It is important to note that smallholders and marginal farmers currently derive less than 60 per cent of their incomes from agriculture. Non-agricultural income is therefore an important complement to the income of rural households. We take note of the CPE recommendations of connecting the non-farm agricultural activities with the development of value chains and the services linked with improving the effectiveness of the forward and backward linkages in the value chain; as well as targeting youth in such activities. Such activities are already on-going and we will pursue these efforts both in on-going and future projects, and build on achievements and lessons learned to date.	Off-farm activities connected to agricultural value chain (e.g. processing, packaging) have been mostly supported through grassroots organizations with grant support (e.g. machinery, equipment), but business planning is not always evident. Some vocational training has been provided – successfully in some projects, such as ILSP – but there was a mismatch between vocational skills being provided, market opportunities and aspirations in other projects. [*Partially followed up*]
Recommendation 4: Portfolio implementation efficiency needs to be addressed aggressively. A first area of thrust is to simplify project design. This may entail more conservative plans for project coverage (e.g., fewer blocks or districts, following a saturation approach). In addition, in particularly disadvantaged communities (e.g., scheduled tribes), projects could follow a modular approach: rather than concentrate numerous components and sub-components in a single project, the intervention could be sequenced in a modular fashion. For example, a first loan could focus on human and social capital building, support to food self-sufficiency and sustainable livelihood approach. A follow-up loan could then emphasise market linkages and support and scaling up in collaboration with public programmes and local governments. The central government, state governments and IFAD should review issues that cause delays in recruiting the project team, staff turn-over and	The efficiency of portfolio implementation is indeed an area where additional improvements are required and yet it is also important to take stock of what has been achieved so far. IFAD and the Government of India have been addressing efficiency in implementation in a vigorous manner over the last 5 years and the main results achieved to date include: (i) reduced time from approval to first disbursement; (iii) the increased volume of disbursement; (iv) the reduced number of problem projects. We plan to build on these results to further improve the programme implementation efficiency with special focus on: (i) ensuring that the project design process further meets the DEA and IFAD readiness conditions for start-up in order to reduce the period from board approval to first disbursement ; (ii) ensuring that experienced candidates are designated as project directors as their competency, their personality and their full time responsibility for the project are a	Projects adopted the approach of having more than one person at a senior position for continuity and this has been positive. However, some of proposed measures have not been implemented, or were unclear. For example, capacity building of project staff on project management issues (as well as cross-cutting areas) has not been systematic (also affected by COVID-19). Some issues are beyond the control of the projects – for instance, questions of compensation and staff turnover. Overall, the efficiency issues have not been solved. *[Mostly not followed-up]*

2016 CPE recommendations	Proposed follow-up (2018 COSOP)	2022 CSPE comments
lengthy procurement, affecting the pace of implementation, for example: (i) project personnel recruitment procedures, particularly for senior staff, given the difficulty to hire staff on deputation from state agencies and programmes; (ii) procurement procedures and contractual arrangements that have proven to be non-conducive (e.g. the output-based payment schemes for NGOs); (iii) compensation packages for project staff, to ensure equal treatment with other public programmes; (iv) concurrent charges of project directors that compete for their time and focus. IFAD could further support by preparing guidelines based on previous implementation experience and training modules on financial management, procurement and other fiduciary aspects.	determining factor for project efficiency and effectiveness; (iii) streamlining project management in terms of delegation of authority and staffing; (iv) working on effective mechanisms for the release of loan proceeds by State Governments. Additional measures would cover: (i) simplify project design; (ii) provide hands-on and systematic capacity building to project management units on project planning, M&E, financial management and procurement especially in the start-up phase; (iii) plan start-up workshops in such a manner so as to facilitate sharing knowledge between design and implementation teams; (iv) allow for sufficient time during the first year for detailed planning of implementation, undertaking required staffing and procurement, setting up the financial management and M&E systems; (v) ensure that appropriate delegation of authority is provided to PMU and that employment conditions are competitive. All new and on-going operations will have a computerized financial management system.	
Recommendation 5: Strengthen partnerships and non-lending activities at four levels: state government, central government, private actors and the rural finance sub-sector and south-south cooperation. There are four main levels of action, each requiring slightly different partners and skills. First, at the state level, project partnerships and experiences could be supported by analytical work to provide inputs into policy design and revision and pave the way for benefits to reach a larger number of people. Second, at the central level, building on previous state-level experiences, lessons of processes and experiences could be distilled at a higher level and shared with central-level authorities and international development partners. Third, the private sector needs to be involved more prominently at the time of the new COSOP preparation and project design. Pilot experiences of CAIM and ILSP with private operators need to be analysed more in detail to extract lessons and approaches. The rural finance sub-sector needs more attention given the so far limited responsiveness in financing village groups. Fourth, experiences need to be shared with other countries in the sub-region (and beyond). The sub-regional mandate of the IFAD country office in India creates fertile ground for south-south knowledge exchanges. Beyond the sub-region, there should be central-level efforts from IFAD headquarters to facilitate strategic initiatives of South-South cooperation from a global perspective.	The country programme is already active at state level in disseminating successful experiences to state authorities which in turn scale these up and the CPE has confirmed the policy impact and scaling up at state level. Knowledge and policy related activities at national level are addressed under the sixth recommendation. Private sector is increasingly consulted at project design and supervision and as recommended by the CPE, IFAD is in the process of documenting the successful private sector and bank linkage activities of the portfolio. With regard to the sub-regional mandate of the country office in India, a work plan was already developed for knowledge sharing and is under implementation. IFAD has just provided a grant to a regional organization, SAWTEE, to define the engagement with the SAARC community and this is likely to strengthen cooperation within this sub-region. The Government of India is also in the process of developing its South-South cooperation strategy and IFAD will contribute to the key areas of relevance to its mandate and competencies, within the available resources.	Partnerships at state level have been good overall. Inputs to institutional or policy issues has been provided through investment projects, but data and analysis of outcomes/impact have been weak. Limited efforts to distil the state-level experiences at a higher level. Efforts to explore opportunities for strategic partnerships with the private sector have not been evident. Sharing and exchange with other countries have also been limited. More focus on outcomes and development of lessons learned would be needed to facilitate national and south-south sharing. *[Mostly not followed-up]*
Recommendation 6: Enhance capacity and resources for non-lending activities. At present, non-lending activities are constrained by limited in-house technical expertise and budget. Within the current resource profile, some improvements could be made by exploring the following options: (i)	The implementation of this recommendation is already on-going. Inclusion of knowledge management and policy dialogue activities in every individual project may not be relevant. Therefore, the Government of India believes that the issue of inclusion of KM and policy dialogue	Knowledge management has been embedded into project designs. However, there have been limitations in the materials developed (e.g. in terms of the quality, outcome focus) which has

2016 CPE recommendations	Proposed follow-up (2018 COSOP)	2022 CSPE comments
embedding knowledge management and policy dialogue components in individual loan project financing; (ii) using the already existing opportunity of periodic tripartite meetings to discuss selected sectoral/thematic issues and facilitate knowledge transfer across projects; (iii) mobilising additional funding from external sources (e.g., national, international foundations). IFAD also needs to demonstrate capacity of strategic thinking and to bring specialised technical skills to the table. Partnerships with reputed national and international high-calibre specialists and think tanks would enhance quality and credibility of policy analysis. IFAD could consider creating an engagement forum comprising of researchers/scholars and practitioners, commission think pieces on issues of priority and convene with the government an annual or bi-annual high profile event. This would require IFAD Headquarter engagement and support including a moderate allocation of additional resources.	may be need based and should be included in a particular project only if necessary and in consultation with the Government. In terms of knowledge management, the more recent projects, have expanded the activities in this field and are very active in the production of communication materials, training materials, case studies as illustrated by CAIM, ILSP and LAMP. There is also agreement on using the tripartite portfolio review meeting as a knowledge sharing platform. Within the next country strategy, and given the limitations on resources and time of staff, and the existence of several well recognized policy fora, IFAD plans to engage with the existing fora as well as existing Government-donor policy platforms (such as the work that FAO and World Bank are conducting on the policy options for agricultural development). IFAD will strive to mobilize additional resources to the extent possible, with the approval of GOI, to support relevant policy dialogue.	limited their usefulness for sharing and policy dialogue. Tripartite portfolio review meetings have served as a platform for exchanges between projects (although less regular post COVID-19). In general, the use of grants or supplementary financing has been modest, but the recent mobilization of additional funding from external sources and partnerships (Bill and Melinda Gates Foundation; BMZ agro-ecology project; cofinancing of CHIRAAG with the World Bank) has been positive - to complement the portfolio, support innovations, knowledge management and policy engagement. Strategic and systematic engagement with think tanks, research institutions or platforms for policy analyses and engagement has not been evident. Staffing of the ICO, although increased over time, has been a constraint. [*Partially followed-up]*

[Section III.B. Coherence - Knowledge management]

Table 9.
Review of project knowledge management activities and products

Tejaswini
Websites: https://www.mavimindia.org/ and https://mpmvvn.com/ (Mahila Vitta Evam Vikas Nigam) **Social media, videos.** "Regular knowledge management activities related to identifying best practices, preparation of success stories and dissemination were facilitated through **Facebook, Whatsapp"** (supervision mission Madhya Pradesh 2018). [No dedicated group/channel was found on Facebook/Youtube. However, the short video is available on IFAD's Youtube page: https://www.youtube.com/watch?v=fuSURPDNJX4. In addition, MAVIM's Youtube channel featured a 20-minute documentary on Tejaswini (both in English and Hindi). Similarly, MVVN's Youtube page has 4 videos with 3 followers]. **Documentation.** "Documentation related to various training programmes, publications and study materials were prepared and uploaded in MVVN's dedicated website. Success stories, best practices, innovations films were shared on IFAD website" (Synthesis report). [MVVN's website featured 5 short success stories of Tejaswini SHGs on reduced domestic violence and disputes between husbands and their wives; financial assistance along with rice, vegetables donation, etc provided to beneficiaries. Photos and some videos are also available on the MVVN website]. [There is a publication section on the MAVIM website but at the time of this CSPE it does not appear to be technically working].
PTLSP
Wesbite: [not a dedicated website, but https://tncdw.org/ contains some KM materials on PTLSP. For example, annual policy notes contain project-related descriptive information about PTLSP. The website also has archives with success stories, videos and photos of SHGs, however, it is not specified if groups were supported by PTLSP or different project]. "Excel sheets were used for MIS/M&E. In 2012 a software firm, Tally, was contracted to develop an MIS to track the performance of SHG and PLF performance, however this did not become functional and with expansion to the additional districts in 2017, it was decided to converge with MIS of TNCDW which is still work in progress at the time of PCR (PCR)
MPOWER
No active website/social media was found "A newsletter in English; (ii) information and extension material on goats, crops and vegetables; and (iii) case studies from three FNGOs (Pradan, Srijan, and ACF). Information has been shared through the project website (which has been updated) and via meetings, workshops and visits" (SVM 2014)
CAIMP
Project website: an existence of website was mentioned in SVM reports, but no links were provided **Social media:** no active pages found on social platforms **Documentation:** "Workshops, leaflets, videos, and newsletters were made available at 1 256 Village Information Centres (e.g. agricultural magazines such as Godwa, Baliraja, Krushokunnoti, LEISA related information such as Yuva, Agrovan, Agrotech, Panjabrao Deshmukh Krushi Viddyapith diary etc.). A Google Group for information sharing was started, as were other social media efforts. Success stories for each district were prepared and disseminated among the stakeholders. Several thematic studies were completed including one on livestock development in 47 villages and a survey on organic vegetables demand was completed. Other topics included Okra seed production, From cotton to cloth, Milk collection centre, Jute, Agricultural prosperity, Pulses mill, The rural mall, Aquaculture (fish farming), and Agricultural prosperity. The project website was developed, and numerous brochures/ communication documents were produced" (PCR). MTR noted that KM activities have been limited
ILSP
Project website: https://ilsp.in/ (including online MIS/M&E) **Social media:** https://www.facebook.com/ILSPUttarakhand/ [not very active group with the latest publications dated 2019] www.youtube.com/@ugvs-reap (Uttarakhand Gramya Vikas Samiti (UGVS) page which contains playlists for various projects including LAMP and REAP) [284 followers, short 11 videos are ILSP. Featured activities include seed provided for agricultural production, promotion of practices such as soil conservation, water harvesting structures; integrated farming, support for livelihood activities such as biscuit making, meal preparation by PGs. There was also an example of slippers manufacturing unit set up under ILSP to support job creation]. **Documentation.** Two case studies published on the website (in Hindi and English) [Case studies are comprehensive (40-50 pages each) and capture different types of beneficiaries (farmers, self-help groups, producer groups, vulnerable groups, etc.) and demonstrate their financial performance over time. Covered topics include cultivation of off-season vegetables, collective marketing, amaranth production, poultry production, construction of vermi-compost pits, etc.].

JTELP

Project website: http://www.jtdsjharkhand.org.in/ (including online MIS/M&E) [the website seems to serve as a main platform for KM. It has a gallery section with high number and good quality photos and videos covering various beneficiaries (both groups and individuals)].
Social media: Youtube [Jharkand Tribal Development Society account with 52 followers and 5 posted videos only]
Documentation. Leaflets, Brochures, Booklets, Kisan (farmer) Diary, Process Documentations and Case Studies (PCR) [Reports cover a range of project-related themes including community empowerment, promotion of youth groups, land and water resources development, horticulture, fish farming and others. Quantitative outcomes of projects were reported along with success stories on the results of JTELP interventions such as groundnut cultivation, nutrition garden, capacity building and financial support through SHGs, etc.]

LAMP

Project wesbite: https://www.mbma.org.in/megha-lamp**/** [The website contains a significant number of project reports and other KM publications]. The Website also acts as a single point of information providing access to a variety of material to the public (Self-assessment).
Social media: https://www.youtube.com/@meghalayabasindevelopmenta869 (Meghalaya Basin Development Authority page) [4.73 thousand followers, a dedicated playlist for LAMP with 25 videos published]. At various stages of the project, tools such as Radio and YouTube have been used to dissemination project highlights and achievements. The project is also actively engaged on social media (Facebook, Twitter, Instagram) with a cumulative following of more than 11,000 across platforms. It has also published a number of newspaper pieces related to the project (Self-assessment).
https://twitter.com/mbda_meghalaya [Meghalaya Basin Development Authority page with 828 followers]
Documentation: A number of publications such as the Annual Report to Citizens, Coffee table books, magazines etc. have been published through MBMA website and physical dissemination (Self-assessment).
[Publications are well-structured, comprehensive and are published in volumes. Covered topics include convergence, INRM interventions, formation of IVCS, supply chain and enterprise development, etc. Case studies cover aromatic plantation, IVCSs running farms and stationery store, etc.].
[2016 supervision mission report captured success stories of two beneficiaries who received a support from EFC (Enterprise Facilitation Centres) in the form of trainings on pig breeding, bookkeeping and fast food preparation, as well as loan through facilitation of bank linkages by the project]

OPELIP

Website: https://www.opelip.org**/** (online MIS)
Social media: The project uses social media (Facebook, twitter and WhatsApp) to share and disseminate information
Documentation: [Project-related reports and success stories are published on the wesbite. Stories cover PVTGs and farmers that benefitted from the project for income-generating activities, irrigation support, trainings on transplanting crops, system of rice intensification (SRI), etc.]

ADPMP

Project website: http://www.apdmp.in/ [inactive at the time of CSPE]
Social media: [PCR mentioned that the project is active in all social media groups. Dedicated group in Facebook was found with 630 followers and regular showcasing or discussing project activities such as workshops, groundnut seed treatment, groundwater collectivization work, farm ponds, etc.]
Flip Charts (3), Posters (116), Registers (2), leaflets (5), pamphlets (3) and newsletters (weekly) were developed on various interventions which were made available at 105 Climate Information Centers. A digital library is facilitated by provisioning daily regional newspapers, agriculture books, monthly magazines etc. Dedicated communication channels were created using WhatsApp and Telegram where Farmers could interact with FPOs and FPOs with ANGRAU Scientists. The project also formed a dedicated platform known as “REACH” where designated staff from SPMU, DPMUs, LFAs, FAs and FPOs coordinate and collect lesson learnings and success stories from the fields, compile and publish in project quarterly bilingual magazine – “SANKALPAM” which was widely appreciated by the farming community. This magazine was later discontinued, and the success stories were still shared across the line departments and communities in the form of weekly digital newsletters. A dedicated knowledge database is provided in MIS Portal that provide all information on crops, pests, weeds, livestock related information etc. in regional language for public access. From the inception of the project, the project has extensively used Google Meet© digital communication platforms for communicating with farmers and monitoring project activities which proved to be very useful even in the COVID-19 restricted periods (PCR).

FOCUS Mizoram

Project website: www.focus.mizoram.gov.in
Social media: IFAD FOCUS Twitter Account, Youtube channel https://www.youtube.com/@focusmizoram6697
[The latest videos on Youtube channel dates 5 months ago showing a lack of activity recently, while Twitter looks to have more activity with recent tweets available, 39 followers in total].
Documentation: 13 leaflets and videos on agriculture practices/activities; a booklet on Rodent Pest Management developed and published; a quarterly newsletter has been initiated in 2021 and 3 editions of the same were published and disseminated to project team (SVM 2022).
[The website has 90 success stories published on soil fertility improvement, nursery, water availability, value chains, animal breeding, construction of check dams and water storage and harvesting structures, banana cultivation, etc. The stories are accompanied with the data on outcomes of interventions and quality photos. The website also has a gallery with project-related photos separated by themes].

FOCUS Nagaland
Project website: www.focus.nagaland.gov.in [project-related photos and videos are published on the website] **Social media:** Twitter: @focusnagaland [regular posts with project updates, 198 followers] Facebook: **FOCUS Nagaland** [less active compared to Twitter and instagram accounts and has few posts only] Instagram: focus_nagaland [regular posts with project actvities and beenficiaries, 590 followers in total] You Tube: http://www.youtube.com/@FOCUSNagaland/featured 12 [videos featuring irrigating initiatives, livestock management practices, jhum cultivation, soil and water conservation, scallion/leek cultivation, etc.] **Documentation:** Success Stories (12 cases), a magazine on "Journey to FOCUS", Success stories on creation of water bodies under DMU Kohima, a package of Practices for Soyabean, Sesbania, Groundnut, Pigeon Pea (Arhar) & Black Gram; 4 Posters and 79 leaflets and disseminated to the project villages (Self-assessment). Documented two traditional farming practices (Jhum) – Zabo and Alder based shifting cultivation farming system, a success story of FIG under FOCUS was prepared as a part of the human-interest stories for publication during World Food Day 2021 (SVM 2022)
REAP
Website: https://ugvs.in/ (online MIS/M&E) **Social media:** Youtube channel @ugvs-reap [284 followers, the channel also contains some videos from ILSP] "Actions have been taken to create Social media platforms- Instagram, Twitter, Koo, Facebook, LinkedIn- at block level to bring quick visibility to the projects' activities. The Youtube channel is currently active at the PMU level and primarily showcases the work of the Agriculture and Rural Development Department" (SVM report). **Documentation:** [Key project documentation is available on the project website. Due to the initial stage of the project, there are not success stories or other KM documentation available]. The project is planning an e Newsletter (Goonj Pahadon Ki) (SVM report).

Source: CSPE based on available project reports and websites

[Section III. B. Coherence - Partnership building]

Table 10.
Partnerships/linkages with research and extension institutions

Project	Purpose/technology	Collaborating institutions	Observations/comments
PTSLP	Identification of sites for artificial reefs by the ICAR-CMFRI[1]	ICAR-Central Marine Fisheries Research Institute (CMFRI) at Madras Research Centre (https://www.cmfri.org.in/)	Deployment of 200 artificial reefs in 12 sites that were identified with the help pf CMFRI
OPELIP	Promotion of line sowing and transplanting of millets by incentivizing farmers (especially Ragi) Promotion of cultivation of high value crops (strawberries) Promoting sustainable integrated natural resource management through capacity building and monitoring	Odisha Millet Mission, anchored by the Department of Farmers Empowerment Department of Horticulture The International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) (https://www.icrisat.org)	The project is incentivizing farmers to change their behaviour. INR 1000 is given for 0.1 ha land for millet cultivation per farmer. Training and demonstration for strawberry cultivation was promoted successfully in the identified agricultural intensive clusters, for example in Sonebada. Cold storage support was also provided "capacity building initiatives, water harvesting, recording of hydrological parameters and crop productivity, in addition to monitoring land use as well as land cover through remote sensing and GIS in 12 districts of Odisha"[1]. Project staff narrated that they are working with ICRISAT research group in four NRM clusters-engineers being trained on these aspects
LAMP	Expanding access to quality seed in Meghalaya for better potato harvests using apical rooted cuttings	International Potato Centre (CIP) (https://cipotato.org/)	2 early maturing, heat-tolerant, disease-resistant and/or biofortified potato varieties selected for scaling up in the state. 2 varieties recommended for release 1000 tons Second generation seed produced in third year in farmers' fields tons 6500 Demonstrations of improved varieties and management practices in farmers' fields 750 Extension officers and farmers/registered growers/seed entrepreneurs trained in quality seed production[1]
OPELIP, Tejaswini	Promotion of improved animal husbandry by providing access to vaccination, deworming,	-Vaccination-Reliance foundation -Feeding practices, milking machines-Gokul Dairy	This has helped promote livestock to a large extent in the project locations (as observed during the field mission and based on discussions during stakeholder consultations).

Project	Purpose/technology	Collaborating institutions	Observations/comments
	better feeding practices, milking machines	-Training and information on poultry and dairy-KVKs (Tejaswini) -Vaccination, deworming-Animal Husbandry department (OPELIP)	
LAMP, OPELIP, MPOWER, JTELP	Enhancing irrigation potential for cultivation	MGNREGA (Department of Rural Development)	Sourcing funds from MGNREGA for solar lifts (OPELIP), land levelling (OPELIP), 27990 acres of land under irrigation increased in JTELP area in convergence with MGNREGA (source: mission notes)
ILSP	Experimentation for promotion of farm machinery (thresher for finger millet)	ICAR-Vivekananda Parvatiya Krishi Anusandhan Sansthan (https://vpkas.icar.gov.in/)	There was linkage with the ICAR institution for experimenting with the *madua* (finger millet) thresher developed by the Institute and federations were provided these threshers. However, gender friendliness of these implements wasn't considered while providing these to the farm machinery banks
OPELIP, LAMP	Promotion of natural farming practices	Bethany Society (in Shillong) LAMP ICRISAT-OPELIP	Techniques on bio-decoction from Philippines and Japan on natural farming -identified youth and organised a training to create master trainers-on how to prepare compost and biopesticides – using locally available resources training with ICRISAT on natural farming practices – 7 batches of farmers (350 farmers) trained for several days
LAMP	Undertake project vulnerability assessment to Climate Change	ICAR Research Complex for NEH Region (www.icarneh.ernet.in/)	Project got inputs from the institute which has handled the NICRA[1] project
CAIM	Promotion of good agricultural practices in Cotton Cultivation	Better Cotton Initiative (BCI)	Hygienic ways of producing cotton were demonstrated in collaboration with BCI and farmers behaviour was found to improve (field mission notes)
Tejaswini	Promotion of nursery raising for sugarcane saplings	Regional Sugarcane & Jaggery Research Station, Kolhapur (MPKV, Rahuri)	Collaboration for training and demonstration Stated by the MAVIM team and also narrated by few farmers in the field
JTELP	Promotion of System of Rice intensification (SRI), and in wheat and vegetables	PRADAN (www.pradan.net) (technical partner) Training and demonstration and sourcing seed (ATMA, KVK)	Based on the field mission and various interactions it is observed that this practice has started to be picked up by farmers in the field
MPOWER	Promotion of climate resilient seeds and saplings of crops and fruits	Arid Forest Research Institute (AFRI), Jodhpur Agriculture University (https://afri.icfre.org/)	heat and drought resistant seeds (pulses and millets), saplings of drought resistant fruit trees (pomegranate and custard apples) and saplings of *ardu* tree (*Ailanthus excelsa*) for fencing have been distributed at the advice of technical institutions (Source: PCRV).

Source: CSPE team based on project documents/information

[Section III.C. Effectiveness]

Table 11.
Portfolio outreach data (2023)

Project name	Geographical coverage (districts in the state)	Original target (households)	Revised target (HHs)	Actual (HHs)	Actual (% original target)	Actual (% revised target)
Tejaswini (completed)	Maharashtra (all 33 districts), Madhya Pradesh (6 districts)	1 196 000		1 149 133*	96 %	
PTSLP (completed)	Tamil Nadu (12 out of 38 districts)	140 000	230 000	248 455	177 %	108 %
MPOWER (completed)	Rajasthan (6 out of 33 districts)	86 880		77 750	89 %	
CAIM (completed)	Maharashtra (6 districts)	286 800		348 000*	121 %	
ILSP (completed)	Uttarakhand (11 out of 13 districts)	143 400	126 000	137 109	96 %	109 %
JTELP (completed)	Jharkhand (14 out of 24 districts)	136 000	215 000	211 016	155 %	98 %
ADPMP (completed, partial cancellation)	Andhra Pradesh (5 out of 26 districts)	165 000	90 000	82 633	50 %	92 %
LAMP (ongoing-2024)	Meghalaya (11 out of 12 districts)	191 000		120 498	63 %	
OPELIP (ongoing-2024)	Odisha (12 out of 30 districts)	62 356	96 651	106 780	171 %	110 %
FOCUS (ongoing-2024)	Mizoram (6 out of 11 districts), Nagaland (9 out of 11 districts)	201 500	173 000	120 467	60 %	70 %
Nav Tejaswini (ongoing-2027)	Maharashtra (all 34 districts)	1 000 000		329 125	33 %	
CHIRAAG (ongoing-2027)	Chhattisgarh (14 out of 28 districts)	400 000				
REAP (ongoing-2029)	Uttarakhand (all 13 districts)	560 000				
TOTAL – 7 completed projects		Target: 2 230 680		Actual: 2 254 096 (101%)		
TOTAL - 10 projects (completed projects plus LAMP, OPELIP and FOCUS)		Target: 2 691 331		Actual: 2 601 841 (97%)		

Source: CSPE data collection from project data
HHs: households
* There may be overlap in the counting of beneficiaries in CAIM and Tejaswini Maharashtra.

Table 12.
Reported outreach data on different social group categories (proportion against total beneficiaries)

Project	ST (PVTG)	SC	Other backward classes	Other castes	Others
CAIM	28.4% (ST and SC)				
Tejaswini Maharashtra	13%	32.5%	30%	14.5%	8% (nomadic tribe), 3% minority
Tejaswini Madhya Pradesh	33%	17%	43%		7% (upper caste)
MPOWER	26%	20%			
ILSP	15% (ST and SC)				
JTELP	74%	6%		20%	
APDMP	4%	17%	52%	27% (general categories)	

Source: CSPE team based on project data

Table 13.
Types of grassroots institutions supported in projects

No	Types of Organizations	Focus	Projects in which the organization(s) is (are) involved	Exceptions
1	Village Level Committees (VLCs) and Village Councils (VCs) under Gram Sabha, Gram Sabha Project Execution Committee (GSPEC), Village Employment Council (VEC) formed under MGNREGA, Van Panchayaths, Water Committees under Gram Sabha and Gram Panchayats	These are grassroot level bodies developed under various Panchayat Acts and government programmes. Involved in participatory planning, implementation and management of the projects. Most of these institutions are already existing and IFAD projects have helped to strengthen them. in one or two cases, new structures have been formed such as GSPEC under IFAD-funded project.	9 projects (OPELIP, JTELP, CAIM, ILSP, REAP, LAMP, FOCUS. APDMP, CHIRAAG)	4 projects (PTSLP, Tejaswini, Nav Tejaswini, MPOWER) (Though some of these projects use terms such as village organizations, youth groups, they do not directly come under the purview of statutory bodies such as Gram Sabhas or Panchayats).
2	SHGs including its federations and joint liability groups. In projects such as Tejaswini, the SHG federations are known as community-managed resource centres. In projects which are closely associated with NRLM, Cluster Level Federation Gram Panchayat Level Federations are the main apex bodies.	SHGs are seen as the vehicle for development and empowerment. Through savings, credit, bank linkages, income generation activities and enterprise activities, SHGs are seen as platform to increase poor people's productive capacities. With the introduction of NRLMs, SHGs have now acquired importance in the rural development programmes. Joint liability groups are recent development to strengthen credit linkages for farmers particularly among men	8 Projects (OPELIP, JTELP, CAIM, REAP, MPOWER, PTSLP, Tejaswini, New Tejaswini) have given core emphasis to SHG. CHIRAAG in Chhattisgarh gives somewhat a peripheral emphasis. Joint liability groups are prominent in PTSLP and CAIM.	4 projects (LAMP, FOCUS APDMP and ILSP) have not given much emphasis. mostly stressing on cooperatives, farmers associations and producer organizations.
3	Farmers Interest groups (FIGs)	FIGs are area specific farmers groups with the objectives of providing information and extension services to its members and facilitating collective marketing.	2 (FOCUS, and APDMP) projects have given emphasis	11 projects have not given major emphasis.
4	Integrated Village Cooperative Society (IVCS) and Livelihood Collectives under Self Reliant Cooperatives	IVCSs and Livelihood Collectives are grassroot institutions providing financial and non-financial services to villagers. They also help in input supply as well as in aggregating products for market.	LAMP in Meghalaya. Livelihood Collectives in ILSP in Uttarakhand.	
5	Producer Organizations	Producer Organization refers to any collective involved in production, marketing and providing services. Such collective could be an SHG, its federation, FIG or FPO (as in APDMP) or IVCS (as in LAMP) registered under "Society's Registration Act" or Cooperative Acts. There are also informal producer groups.	All the 13 projects refer to Producer Organization, Producer Companies, Producer Collectives and Producer Groups	

Source: CSPE team based on project documents

Table 14.
Number of grassroots institutions supported in projects

Project	SHGs	Non-SHG primary level	Secondary-level	Apex	Other types
Tejaswini	94,374		11,491	360 community-managed resources centres	
PTLSP	8,532			236 apex organizations	126 fish marketing societies Joint liability groups
MPOWER	5,185		445 (village organizations)	16 (federations)	
CAIM	13,235			63 community-managed resource centres	
ILSP	3,632	10,750 producer groups and vulnerable producer groups		203 livelihood collectives and federations	
JTELP	5,265	812 youth groups 1,733 GSPECs			
LAMP*		2,971 producer groups			350 integrated village cooperative societies
OPELIP*	7,288				
ADPMP					105 farmer producer organizations
FOCUS*		5,555 farmer interest groups			
SHGs total	137,511				
Primary level organizations total (all types)	156,787				

Source: CSPE team based on project data (e.g. PCRs, monitoring and evaluation data)
* Ongoing projects

Box 1
Linkages with government rural livelihoods missions

The National Rural Livelihoods Mission (NRLM) or state-level rural livelihoods missions have supported SHGs for many years also and are now taking over the formation and support for SHGs, as a main driver in government development programmes. They are a key cooperating organization with IFAD-financed projects – for instance, REAP is supporting the cluster-level federations of the state rural livelihoods mission to form enterprises. In Tejaswini the NRLM replicated the same structure and there were some issues due to different procedures (eg. subsidies or loans). Since 2017, Tejaswini has worked with NRLM in area level and cluster federations. In JTELP, all the SHGs have migrated to NRLM as part of the exit plan. OPELIP has gradually increased its work with the Odisha Livelihoods Mission (OLM), via an MoU, and they divide responsibilities. The OLM manages the SHGs and OPELIP carries out fund allocation, supervision and monitoring on their behalf, especially in PVTG communities (and according to the OLM, achieves better repayment rates than OLM's SHGs. Infrastructure comes under OLM, while OPELIP manages plantation, soil and water issues. In FOCUS, the state rural livelihoods mission works with SHGs in all 28 rural blocks, whereas FOCUS support is through farmer interest groups. In CHIRAAG, the NRLM develop the SHGs, which then receive support from the project.

Source: CSPE interviews

Table 15.

Mapping interventions for improving agricultural production, productivity and diversification

Main areas and pathways	Supported interventions	Comment/observations (desk review and any from the field)
Crop		
Irrigation, soil and water conservation	- Irrigation tanks (ILSP mainly for vegetables; FOCUS mainly for promoting more settled agriculture, and providing assured supply of water for vegetable cultivation), - Irrigation wells (JTELP) - Soil and water conservation (SWC) measures (e.g. check dams-ILSP, FOCUS, LAMP, trenches-LAMP, planting trees around trenches and water sources such as springs-LAMP, afforestation-ILSP, LAMP, log wood bunding-FOCUS to provide more water in the lean season for enhancing cropping intensity	-Irrigation tanks in ILSP were constructed on individual farmers' (usually downstream near a source) land with a provision for sharing the water with HHs having adjoining farm plots and sharing the cost of lifting up the water between users-more informal arrangement. -Availability of better soil moisture for farming due to these SWC measures
Better quality inputs, improved access to or more efficient use of inputs	- Better quality seeds (CAIM for cotton; apical root cutting of potato in LAMP in collaboration with the International Potato Centre, CIP) - Compost-making (vermicompost-ILSP, fish compost-LAMP; vermicompost/ general composting JTELP – several other projects) - Soil testing	Limited evidence on promoting indigenous seeds across project sites, though CIP plans to include farmers' varieties for seed production in the remaining part of the project. Vermicompost trainings were provided in collaboration with expert institutions in ILSP; however, it wasn't clear if there was a strategy to cascade this learning from farmer to farmer. In some instances, it was seen that women make compost at home whereas the training was provided to men of the household. - Soil testing was mentioned in Maharashtra. In general, this is not commonly used.
Improved farming techniques	- Line sowing (MPOWER, millets-OPELIP) - Direct seeded rice-DSR-(JTELP) - Broad-bed furrow cultivation -Soyabean (CAIM) for increasing the infiltration of water along with drainage. - Low external input intensive sustainable agriculture-CAIM. This method includes integrated pest management with environmentally friendly pest control, variety selection and water management. An IPM approach is adopted with pest scouting resulting in a significant reduction in spraying of insecticides. Application of mineral fertiliser is also reduced, with more use of organic compost reducing production costs. Promotion of natural farming/organic farming practices (OPELIP).	OPELIP is collaborating with Odisha Millet Mission to promote line sowing and transplanting of millet – giving incentives (INR 1000 is given for 0.1 ha land for millet cultivation per farmer)– the state government buys it especially Ragi) Farmers reported reduction in costs of inputs by 20-30% -a saving of INR 2,000 to INR 4,000 per acre. CAIM promoted BBF for three years, and in 2014-15 12,563 farmers from 338 villages got training from 50 trained farmers who had already benefitted from BBF. In total 27,865 acres of soya beans were planted using BBF (approximately 16,000 farmers). Data from 359 villages showed that use of BBF resulted in a yield increase of 49% (195 kg/ac), seed use was also reduced, and allowing for an additional cost for machine hire, farmers benefited by INR 8,300 per acre. (2016 CAIM supervision mission report)
Better farm management	-Promotion of use of farm machineries (for reducing the time spent on farming, promoting ease of operations - ILSP) through farm machinery banks -promoting custom hiring centres (tractors, power tillers, other agricultural equipment-OPELIP in a few villages; JTELP; LAMP) -For crop intensification or bringing more area under cultivation (JTELP) -Water pump sets (FOCUS) for lifting water from the river to the tank and helped farmers produce vegetables in times of water scarcity during the dry season in the upstream areas - Chain linked fencing for better crop protection (ILSP) -women being trained on small sized tractors by MAVIM (Nav Tejaswini)	Better system of community management of farm machinery needs to be developed. Currently, it appears sporadic. Impact of certain machinery clusters should be mapped and then the learnings should be used to tweak the management practices in order to make it accessible to more farm families. -Provision of gender friendly tools (dimensions and weight) befitting the size of women's limbs and interests of women farmers, need to be embedded into CHCs. - women driving tractors is socially unusual - observed in the field in one case only in Nav Tejaswini

Main areas and pathways	Supported interventions	Comment/observations (desk review and any from the field)
Introduction of new crops for diversification	High value crops such as: Floriculture (ILSP, Gerbera-Tejaswini) Horticulture (FOCUS-pineapple, LAMP-Potato, FOCUS-pineapple, papaya, banana in Jhum areas, hybrid seeds of vegetables, promoting monoculture of mizo chilli in few patched of traditional Jhum areas) -Promotion of mushroom cultivation (FOCUS) by funding mushroom lab for spawn cultivation through Innovation Grants -cluster based mapping of fruits and vegetable crops (OPELIP-watermelon, strawberry)	Package of practices promoted through Tejaswini for gerbera flower cultivation with a progressive woman farmer who has also trained and employed other women from her village. She has developed good market linkages (though she may have done this without the project support). -The entrepreneur also plays the role of master trainer in the state (FOCUS Mizoram) on spawn rearing of mushroom-trains farmers (1000 trained including 60 per cent women and 30 percent youth)
Value addition	Promoting Milling/grinding, packaging, branding at farmgate turmeric (ILSP, LAMP, Tejaswini), millets (OPELIP) and other spices	This is boosting sales, helping farmers secure better prices for their produce and also motivating the farmers to enhance their production practices.
Livestock		
Improved animal breeds	-Bore semen station and services (FOCUS – piggery) - Rainbow breeds through Brooding centres (FOCUS) Introduction of broilers (poultry-FOCUS, OPELIP) – especially to poor households – and cages, etc. Genetic improvement of goats (MPOWER) Promotion of dairy (Tejaswini) activities with CMRCs playing a service provider role	This fills a big gap in a resource scarce state (FOCUS Mizoram) where the Animal and Veterinary Department upgraded this type of facilities with project support and also tested it out with hiring educated local youth as animal health workers. The bore semen station has created a demand for this type of services (AI in pigs)-charging a minimal amount for this service-advertised in local channels also. However, promoting piggery and other livestock without making provisions for insurance is exposing poor rural communities to excessive economic risk in case of an outbreak of contagious diseases such as Asian swine fever and bird flu. Some local residents prefer local breeds of chicken as they are considered tastier – OPELIP has supported with these also.
Better animal husbandry, animal health services	-Community animal health workers (FOCUS, OPELIP) - Improved feeding practices Improved sheds for animals (MPOWER in convergence with MGNREGA), -vaccination, small surgeries, first aid and deworming (dairy, Tejaswini in convergence with Reliance Foundation, OPELIP in convergence with the Animal husbandry department) - milking machines (dairy-Tejaswini/Nav Tejaswini)	This has helped promote livestock to a large extent in the project locations. Livestock is also a climate change adaptation measure in times of extreme weather events such as droughts and provides safety nets to the communities in times of dire need.
Better feed management	Skill and knowledge on feed and fodder for poultry, dairy and piggery across various projects especially when birds or animals are supplied during the project. -Chaff cutters (Tejaswini) for stall feeding milch cattle and reducing drudgery/women's time in manually cutting fodder (straw and grass) Supply of silage making bags (Tejaswini) which can make 120-130 litres per day. Distribution of medicines along with birds (antibiotics and electrolytes – poultry-FOCUS) free of cost to promote better practices.	Forward linkages with nearest dairy (eg. Gokul Dairy) established with the help of CMRCs and MAVIM-assured sale of produce from farm gate motivates the dairy farmers in adopting better management practices for enhancing milk production. Dairy also provides inputs to farmers. FOCUS-yet to be observed the change in behaviour of the poultry farmers if the freebies are not provided. Also, some of the farmers to whom the free birds were supplied were observed to have the purchasing power/ability to purchase the birds on their own.

Source: CSPE team analysis based on project documents

Table 16.
Overview of community infrastructure types per project

Project	Transportation infrastructure	Market, processing or storage facilities	Aggregation/ collection centres	Drinking water infrastructure	Irrigation-related infrastructure	Custom hiring service centre	Other
PTSLP	x	x		x	x		Net mending halls
MPOWER		x			x		Village information centre, Village Organization buildings, livestock sheds
C-AIM	x	x	x	x	x	x*	Pulse banks, drying yards, farmer service centres
ILSP		x	x		x	x	Growth centres; marketing outlets
JTELP					x	x	Livestock, farmer service centres
LAMP	x	x	x	x	x	x	Community nursery
OPELIP	x	x	x	x	x	x	Pulse banks, nutrition resource centre, community halls, child-care centres, health centres, drying yards
ADPMP			x		x	x	Knowledge centres
FOCUS	x	x			x		
CHIRAAG						x	*Micro irrigation and processing infrastructure is currently proposed.*
REAP		x	x				Growth centres, agri-service centre, youth incubation centre; wayside amenities. *Custom hiring centres are planned but will mostly be in rented space.*

Source: Data retrieved from ORMS logframe (July 2023), and/or PDR and SM report

Note: The portfolio covered a wide range of community infrastructure projects, including the development of infrastructure for value chains, from production to marketing, as well as water harvesting, storage and irrigation facilities, drinking water facilities, and roads. Last-mile roads are constructed or rehabilitated in hilly, difficult terrains (FOCUS, LAMP) and in remote areas where PVTGs reside (OPELIP). Various projects are engaged in value chain infrastructure (CAIM, LAMP, OPELIP, REAP), such as storage warehouses, on-farm storage facilities, aggregation/ collection centres, and processing facilities. At the time of writing (August 2023), micro irrigation and processing infrastructure is proposed for CHIRAAG, and custom hiring centres are proposed for REAP

Table 17.
Hectares of irrigated farmland

Project	Hectares of Irrigated farmland (water harvesting, groundwater, micro-irrigation)
Tejaswini	N/A. There were notes on the women's participation in taking up temporary water harvesting structures such as check dams constructed using sand filled bags to prevent run off; and construction of farm ponds to assist the tribal villages to harvest rain water and mitigate the risks of water shortage (Madhya Pradesh).
PTLSP	The support for small areas of micro-irrigation for high value crops is mentioned, but no number is available (PCR)
MPOWER	Drip irrigation structures (803 units) and sprinkler irrigation structures (132 units) to equal number of individual households, enabling irrigation of at least 70 ha of farm land (PCR)
CAIMP	An additional area of 6,629 ha was brought under irrigation, of which, micro irrigation accounts for 951 ha (PCR)
ILSP	52 079 ha micro-watershed planned and implemented
JTELP	18 542 ha (the water harvesting tanks irrigation structures and irrigation wells have brought 6210 Ha of land under irrigation. Additionally, 12 332 Ha of land has been brought under irrigation through convergence (MGNREGA).
LAMP	There is a logframe indicator on the number of households reporting increased area under irrigation, but no data is available
OPELIP	4 290 Ha farmland under water-related infrastructure constructed/rehabilitated
ADPMP	Against the target of 30,000 ha under protective irrigation, 27,141 ha (91%) has been the achievement
FOCUS	In Nagaland, the project has built 39.9 km of earthen roads for accessing 230 water-bodies constructed under the project. The water-bodies are expected to help the farmers in irrigating their fields in times of deficit rainfall and in improving moisture content of soil.

Source: CSPE team based on project data

Table 18.
Number of community level extension workers trained

Project	Numbers of community level extension workers trained
Tejaswini	**Madhya Pradesh:** 1,020 Federation and NGO staff, 76,709 members in income generating activities **Maharashtra:** 1,856 Sahyoginis and 630 CMRCs staff in bank linkage, 607 920 in livelihoods and income generating activities Described pashu sakhis and krishi sakhis being trained – but no numbers
PTLSP	2 372 males and 4 604 females (community workers/volunteers) trained (PCR)
MPOWER	5 126 Households participated in vocational training (PCR) 4332 pashu sakhis, krishi sakhis, krishi mitras 12 artisan sakhis
CAIMP	8 145 people in community groups formed/strengthened (PCR) 42 paravets 273 pashu sakhis x sahyoginis 385 community workers
ILSP	24,398 persons (244 percent of the original target) for vocational/skill training; 198 900 persons trained in income generating activities or business management 79 pashu sakhis
JTELP	1 579 received vocational training 254 pashu sakhis 433 krishi mitras
LAMP	10 890 persons trained in income-generating activities or business management

Project	Numbers of community level extension workers trained
OPELIP	Vocational training has been provided, cumulatively, to 336 youth (269 men; 67 women) of whom 262 are from PVTG households, in various skills such as driving, mobile repairing, health care and multi-purpose works, construction, etc. 57 community resource persons for video production 224 community service providers trained for livestock health care – 143 are working
ADPMP	105 pashu sakhis were identified and trained re poultry care, post MTR their services were discontinued
FOCUS	The project has undertaken training of 272 Community Health Workers (CAHWs) in livestock management and first aid treatment and in addition 50 Veterinary Field Assistants have been trained to support CAHWs.
Nav Tejaswini	1200 pashu sakhis
CHIIRAG	N/A
REAP	Trained 75 Pashu Sakhis (2023 supervision mission)

Source: project data from various sources

Box 2
Forest Rights Act land titles facilitation in OPELIP

OPELIP has facilitated the allocation of individual Forest Rights Act (FRA) titles to eligible tribal/PVTG households who have had access to, or have been cultivating that piece of land prior to December 2005. 14324 of the total 22463 PVTG households had land surveyed to July 2023, with 3535 pending and 1702 rejected (figures provided by OPELIP). Progress was initially slow, but accelerated after the MTR, when the PMU recruited a team of retired Revenue and Forestry officers to support the land surveying and land allocation. However, the delay is problematic given the importance of land tenure for ensuring subsequent NRM practices. During CSPE focus group discussions with female farmers, the women revealed their names were not included in the records, despite the fact that this was planned. Community forest land rights applications have not been support in practice although this was mentioned in the PDR. There was no evidence found in the document review or during the CSPE field visits of awareness raising on provisions of the Act. Sensitization of the community is mentioned in SR, 2020, but it is not clear what this entails. This is especially important as these communities have low literacy levels, low human capital and a high level of poverty, and lack of awareness can cause application rejections and undermine the prospect of land security for potential beneficiaries. OPELIP data show that a percentage of 20 per cent applications are rejected, which is however lower than the state figure of 28 per cent for individual forest rights (GoI).

Source: CSPE document review and field visits

Table 19.
Savings and credit flow through member-based organizations supported in projects

No	Project A	Total Savings (INR per SHG)	Per SHG Savings	Total Credit flow (INR)	Per SHG Credit flow (INR)	Repayment Rate	Period
1	OPELIP	168,410,000	25,347	611,358,000	92,017	82%	2016-ongoing
2	JTELP	99,637,944*	18,925*	45,000,000^	8,545^	42%	2013-2022
3	MPOWER	224,460,000	47,474	295,000,000	62,750	85%	2008-2017
4	CAIMP	576,910,000	43,590	1,186,400,000	89,035	99%	2009-2018
5	FOCUS****	-----	-----	-------	---------	------	2018-ongoing
6	APDMP*****	--------	--------	----------	-------	------	2017-2022
7	PTSLP#	1,170,000,000	111,641	6,610,000,000	630,725	98%	2007-2020
8A	Tejaswini Maharashtra##	3,679,000,000	60,465	4,237,000,000	69,627	98%	2007-2017
8B	Tejaswini Madhya Pradesh	338,250,000	20,502	421,710,000	25,561	70% (approximate)	2007-2018
	Projects B (non-SHG)	**Total Savings Per Institution**	**Per institution savings**	**Total credit flow**	**Per institution credit**	**Repayment Rate**	
9	ILSP**	254,000,000	23,971	434,000,000	40,959	90%	2012-2021
10	LAMP**	321,070,000	970,000	61,600,000	186,290	Not Available	2015-0ngoing
	Total (A + B)	**6,831,737,944**		**13,902,068,000**			

Source: IFAD (2022J), ^ IFAD (2020J), ** PGs and VPGs ***IVCS, ****FIGs *****FPOs # Includes JLGs and FMS @SHGs and CMRCs ## as in year 2016
The data have been collected from various supervision reports, completion reports, validation reports, annual outcome survey and project performance evaluation. For the completed projects, it is the cumulative figure taken during the last year of the project. For the ongoing projects, the data are from 2021-22 reports.

Table 20.
Comparison of performance: SHGs in PVTG areas of Odisha and Maharashtra

Place	Number of SHGs (Including PVTG & Non PVTG)	Cumulative Savings among SHGs INR	Saving Per SHG INR	Total Bank loans and PEF Loan	Bank loans and PEF Loan per SHG INR	Repayment Rate
Melghat Maharashtra	876	50,800,000	57,990	135,600,000	154,795	94.5%
Chatikona, Rayagada, Odisha	507	15,100,000	29,783	18,865,000 from banks 8, 780,000	37,209 from banks 17,665 from PEF	Not available 24%

Source: Data from MAVIM and OPELIP, 2023
Comments and observations: Table above shows a comparison between the SHGs in the PVTG areas of Rayagada in Odisha and SHGs in remote tribal areas of Melghat in Maharashtra. Though the two places are in different regions of India with different socio-cultural characteristics, the tribal communities in both the region share similar deprivation, poverty, malnourishment, lack of infrastructure and minimal economic opportunities. Nearly 60% of the SHGs formed in Melghat are less than 6 years old while most of the Rayagada SHGs are less than 5 to 6 years old. A comparison shows a much stronger level of performance of Melghat SHGs compared to Rayagada SHGs in terms of saving, access to credit and repayment. Based on various studies conducted in India and in developing world, differential performances of savings, flow of credit and repayment rate could be attributed to the social mobilization process, level of social capital, longer history of SHGs and effective capacity building (Nichols, 2021). Probably these factors could explain the differences between Melghat and Rayagada. However, while there are strong indicators, the understanding of the deterministic role of these interventions in the flow and performance of rural finance in the IFAD supported projects need intensive and extensive research studies. Such an understanding will help in replicating the experiences of successful projects to other regions

Table 21.
Number of producers trained on reduced post-harvest loss, and number of public private producer partnerships in place

Project	Number of producers trained on production practices or reduced post-harvest loss	Number of Public Private Producer Partnerships (PPP) in place
Tejaswini	N/A	N/A. In Maharashtra, public and private sector banks, MSRLM, water.org, Tata Trusts and Google India, Lupin Human Welfare and Research Foundation, CRISIL foundation and NABARD were crucial partners during implementation, and more significantly the partnership with the banks which provided institutional credit leading to over-achieving the targets. No data on the PPP number was tracked.
PTLSP	6 482 persons trained in crop production practices and/or technologies	N/A, strategic partnership forged between nationalized banks, private sector bank/NABFINS and PLFs as business development agents
MPOWER	80 429 households trained in improved production practices. It is also mentioned that overlaps across clusters has led to double-counting of some households (PCR)	N/A, partnerships with Tamil Nadu Grama Bank and Indian Bank for financing SHGs/JLGs apart from partnership with NABFINS
CAIMP	264 476 people trained in production practices and/or technologies (PCR)	5 public private partnerships were facilitated (e.g., local government providing building space and the private sector technical support and buying of commodities) (PCR)
ILSP	377 793 persons trained in crop production practices and/or technologies	N/A
JTELP	189 740 persons trained in crop production practices and/or technologies	N/A
LAMP	14 477 persons trained in production practices and/or technologies. IDH collaboration is bringing in rich learnings on post-harvest technologies	N/A
OPELIP	N/A	N/A
ADPMP	13,852 participants in crop production trainings, but it is not specified if there is a double-counting between the participants. Cumulatively the project has covered 31,522 farmers through FFS.	N/A
FOCUS	N/A	N/A
Nav Tejaswini	500 people trained in production practices and/or technologies	N/A
CHIIRAG	N/A	N/A
REAP	N/A	Some plans to prepare a public private and producer modality for the LCs and CLFs to partner with private sector entities

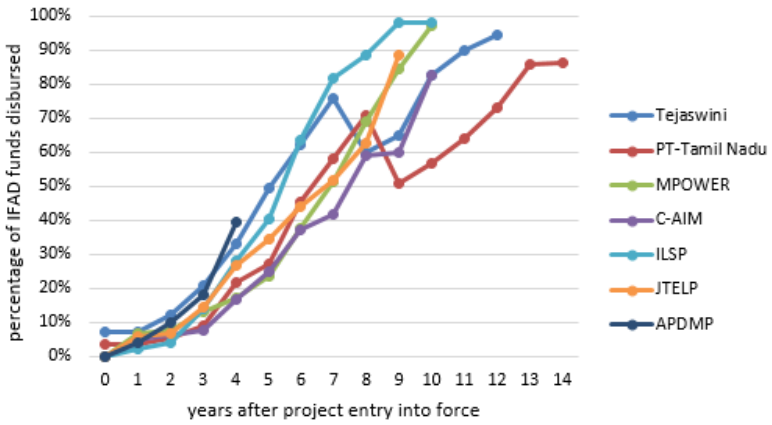
[Section III.D Efficiency]

Table 22.
Timeline of projects covered under this CSPE, in months

	Approval to signing	Signing to effectiveness	Approval to effectiveness	Effectiveness to first disbursement	Approval to first disbursement
Tejaswini	10.0	9.3	19.3	1.9	21.2
PT-Tamil Nadu	6.8	19.9	26.7	1.9	28.6
MPOWER	5.8	1.8	7.6	10.6	18.1
C-AIM	5.0	2.1	7.2	5.7	12.9
ILSP	1.6	0.0	1.6	19.4	21.0
JTELP	12.4	0.0	12.4	8.7	21.1
LAMP	7.4	0.7	8.1	5.6	13.6
OPELIP	10.9	0.0	10.9	7.8	18.7
APDMP	8.8	0.0	8.8	9.4	18.2
FOCUS	1.5	0.0	1.5	2.6	4.0
Nav Tejaswini	1.6	0.0	1.6	12.1	13.7
CHIRAAG	3.3	0.0	3.3	9.7	13.0
REAP	5.1	0.0	5.1		
Average	6.16	2.60	8.77	7.95	17.02

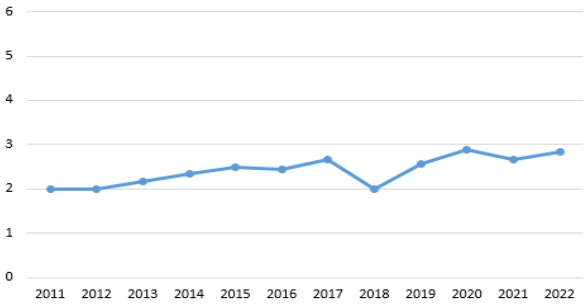
Source: IFAD data (Oracle Business Intelligence)

Figure 2
Historical disbursement rate on IFAD financing in completed projects



Source: IFAD data (Oracle Business Intelligence)
Note: The drop seen for PTSLP and Tejaswini is explained by additional financing during implementation.

Figure 3
Average supervision mission ratings on disbursement performance in India portfolio



Source: CSPE team based on IFAD data (Operational Results Management System)
Rating on a scale of 1-6, with 6 being the highest score

Figure 4
Supervision mission ratings on disbursement performance

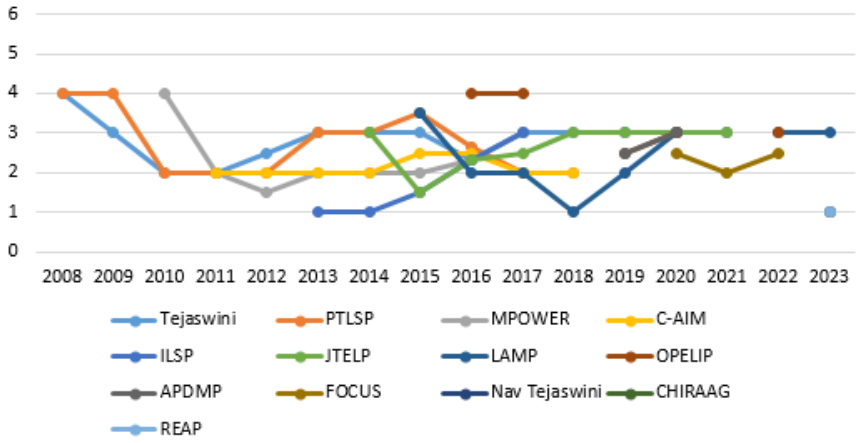


Table 23.
Economic efficiency indicators reported in completed projects

Project	EIRR estimation		Opportunity cost of capital at completion (%)	Net present value estimate at completion (million)
	Design (%)	*Completion (%)*		
Tejaswini	35	36	7.5	INR 16,147
PT-Tamil Nadu	40[290]	21.1	7.5	US$92.7
MPOWER	21	33.8	12	INR 4,437
C-AIM	20	28	7.5	INR 3,568
JTELP	17	29.6 (PCR main text) 18 (PCR annex)	12	INR 5,800
ADPMP	19	17	7.75	US$61.8
ILSP	23	30	10	INR 3 045

Source: Project design and completion reports

[290] The ERR was not calculated at the project design, however for the additional financing it was estimated at about 40 per cent (PCR PTLSP).

Table 24.
IFAD financing with partial cancellations

Project (amount cancelled/ approved amount) [final disbursed amount]	Timeline	Note
JTELP (US$11.5 million /US$51 million) [US$34 mill]	IFAD Board approval: Sep 2012 Entry into force: Oct 2013 Partial cancellation: Sep 2021 Completion: Dec 2021	At design, the total project cost for eight years was estimated at US$115.59 million financed through multiple sources including an IFAD loan of US$51 million. IFAD loan was reduced from US$51 million to US$39.5 million in September 2021 "due to inability of the project to utilize the allocated funds" (JTELP PCR). At closure, IFAD loan after cancellation of US$11.5 million in 2019 due to exchange gains, was reduced to US$39.5 million and with no change in financing by other financiers (JTELP PCR).
ADPMP (US$ 41.5 million/US$ 75.50 million)	IFAD Board approval: Dec 2016 Entry into force: Sep 2017 Partial cancellation: Sep 2021 Completion: Dec 2021 (originally scheduled for Sep 2022)	The project was classified as an actual problem project since 2019, due to chronic delays and very partial release of funds by the State Government to pre-finance the project expenditures. In 2020 the project was restructured, retaining "high impact activities" that are complementary to State Government schemes, reducing the targets (outreach and outputs by half) in view of two years remaining before completion, and modifying the institutional arrangement to use the last mile delivery channels called Village Secretariats established by the State Government. At this time, the Government of India request a partial loan cancellation of US$41.5 million (reduced from US$75.5 million to US$34 million). However, as the chronic fund release problems could not be resolved, the Government has advised IFAD to prematurely cancel the project and deploy the cancelled resources within the country portfolio[291] (APDMP PCR). The total number of households reported in the PCR to have been reached during APDMP implementation amounted to 82,633, constituting 52 per cent of the appraisal target or 92 per cent of the revised target (PCRV).
FOCUS (US$6.8 mill/US$76.55 mill) – still ongoing Nagaland (US$3.6 mill/US$40.80 mill) Mizoram (US$3.2 mil/US$35.75 mill)	IFAD Board approval: Dec 2017 Entry into force: Jan 2018	The project was classified as problem project in 2020 due principally to delays in release of funds by the State Governments to prefinance project expenditures. The exchange rate gain provided the loan cancellation is estimated at US$3.2 million and US$3.6 million of the IFAD loan no. 2000002119 and no 2000002173 respectively. The cancellation of this amount does not affect the project costs in local currency (Decision memo Feb 2021).

Source: project reports (e.g. supervision and completion mission reports); correspondence between the Government of India and IFAD

Table 25.
Performance-based allocation cycle and resource utilization

IFAD resource allocation period	Allocation for India (US$ million)	Amount used (US$ million)	Projects to which IFAD resource allocation were applied to (lending terms)	Note
2013-2015	131.4	154.2	OTELP AF (B) Tejaswini AF (B) LAMP (B) OPELIP (B) PTSLP AF (HC)	
2016-2018	152.1	83.3	APDMP (B) FOCUS (B)	Partial loan cancellation for both APDMP and FOCUS later. This is retrospectively reflected in the amount used.
2019-2021	166.3	211.4	Nav-T (O) CHIRAAG (O) REAP (O)	Two projects were designed but not processed (SCATE, BAaLI).
2022-2024	142.7	32.58	LAMP AF (O) Nav-T AF (O)	There are two other projects in pipeline.
Grand Total	**592.4**	**481.3**		

Source: IFAD database (Oracle Business Intelligence)
AF=additional financing; B=blend (lending terms); HC=highly concessional (lending terms); O=ordinary terms

[291] The funds from the cancelled resources were used for additional financing of US$ 20.58 million for LAMP.

Box 3

Overview of Community Scaling-Up Agricultural Technologies for Smallholder Farmers Project (SCATE) – designed but not processed

Goal: to enable poor rural households to increase farm income through use of affordable and efficient agricultural engineering technologies.

Project area: to be implemented in 31 districts of two states of the north-eastern region (Assam and Nagaland) and three eastern states (Chhattisgarh, Odisha and Jharkhand) with high poverty levels, rain-fed agriculture systems, low levels of farm power availability, limited availability of appropriate technology suitable for hill/tribal farmers and ability to adapt to climate change events.

Targeting: The project planned to adopt: (i) geographic targeting to select states and districts based on high levels of poverty, low availability of farm power and low level of agricultural engineering technology diffusion and adoption; (ii) direct targeting to address the needs of women in small and marginal farmer households, and of hill farmers, especially the tribal households among them; and (iii) self-targeting for demonstration and promotion of technology. The Project targeted 400,000 households (318,600 direct). The immediate benefits from the project were expected to be significant reduction in agricultural production costs by 31 percent, incremental production ranging between 11-15 percent and improved access of the small and marginal farmers to the farm mechanisation services and agri-based primary processing.

Components: (i) Participatory technology development; and (ii) Business models for scaling up of appropriate agricultural engineering technologies. At the central level, Ministry of Agriculture and Farmers' Welfare was expected to be the nodal agency; while ICAR, which is administratively under the Department of Agricultural Research and Education of the Ministry, was designed to be the lead implementing agency. The project planned to develop partnerships with SRLMs, State Watershed Missions, State Departments of Agriculture (SDAs) and other agencies to support existing SHGs, Village Organizations and other community institutions for establishing Farm Mechanization Units, Common Facility Centres for processing and Agriculture Tool Banks.

Design process and timeline: The project was designed in 2019 to be submitted to the IFAD Executive Board in December 2019. Although the loan negotiation took place in Delhi on 4 December 2019, which concluded that the project would be submitted to the IFAD Executive Board after an approval by a relevant authority in the Government of India. The Government approval was not provided and IFAD considered that re-scheduling the submission of the project to a subsequent Executive Board in 2022 was not advisable", since significant time had passed and it was thought that the design might no longer be relevant when the project becomes operational.

Source: project design report, correspondence.

Box 4

Overview of Bihar Aquaculture and Livestock Improvement Project (BAaLI) – designed but not processed

Goal: to contribute to the doubling of income of poor rural households and to improve nutrition security.

Project area: 12 districts of Bihar that were selected based on the following key criteria: (i) among the poorest as per the socio economic indicators; (ii) with potential for building small livestock and fishery value chains; (iii) do not overlap with existing externally-aided projects in the state; and (iv) with higher levels of vulnerability to climate change events.

Targeting: The total outreach of the project was expected to be 1 million households equivalent to 5.4 million individuals. The main target group was intended to comprise resource-poor farmers and rural households raising goats, backyard poultry or involved in fisheries. Special attention was expected to be given to women, including vulnerable women-headed households, youth, and members of SC/ST households.

Components: (i) Small livestock promotion focusing majorly on goats; (ii) Inland fisheries promotion (covering capacity strengthening, production and productivity enhancement, market development and value addition); and (iii) Programme Management, M&E and Policy Support.

Institutional arrangements: Department of Animal and Fish Resources (DoAFR) was to be the Lead Implementation Agency and the project was planned to be implemented through Directorate of Animal Health (DioAH) and Directorate of Fisheries (DioF). The project intended to support the DoAFR to develop strategic partnerships with global institutions (such as EMBRAPA in Brazil for example) as part of South-South and Triangular programmes to facilitate knowledge exchange and training in the Centre of Excellence. The project also planned to converge with the ongoing schemes of the government, especially with the Rural Development Department and Banks.

Design process and timeline: Project was designed in 2019-2022. The project design report was prepared (dated March 2020). Loan negotiations were proposed for July 2020, but it did not take place.

Source: project design report, correspondence.

[Section III.E Impact]

Table 26.
Review of selected impact studies/assessments

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
Tejaswini (2007-2018)			
Evaluation study (2017) [Karvy Data Management]	631 women from intervention and 631 women from control group. SHGs were selected based on their age and performance. Twenty SHGs were selected from each of the selected districts (spread across 3 CMRCs). Thus, a total of 120 SHGs were selected from the six districts according to the following parameters: i) SHGs which are three or more years old and were well established in savings and credit operations so that benefits from SHG-Bank linkages can be captured through the evaluation ii) SHGs which show consistent growth in savings, (iii) SHGs which have adequate representations from SC/STs, minority community members, women who are heading households. The SHG members were selected using systematic random sampling from the list of SHG members. At the final stages, women who were not part of SHGs were selected as the control group sample.	The areas covered by data collection included the changes in occupation and asset ownership, impact on earnings, women empowerment, financial inclusion, agricultural practices and social security. Ninety-six per cent of the members of Tejaswini were active earners, while this was 71.6 per cent among non-members. Of the current earners across both groups, Tejaswini members had a median value of annual earning of Rs.35 000, while this was Rs.25 000 among earners within the control group. Eighty-two per cent of the members had opened their accounts after joining Tejaswini, and 97 per cent of those who have joined have realised independent savings of their own. A significant higher proportion of Tejaswini members (alone or jointly with their husbands) were actively involved in taking key decisions at home as compared to the non-members. Productivity of paddy and soya been were higher compared to the control group, but that of sugarcane was lower. However, the agricultural practices were not that different across groups and there are several areas where the control is better than the treatment: using sowing equipment and improved seeds.	The use of a control group consisting of women from the same villages as Tejaswini-SHG members who were not members of SHGs might be problematic, as there are likely to be intrinsic differences between these two groups. The study also introduced some biases due to the way SHGs were selected, with a tendency towards better performing SHGs. According to the PPE, there are also gaps in the presentation of results (for example, not providing data for all variables and not indicating if differences are statistically significant), and the interpretation of results is sometimes quite superficial and based on assumptions (PPE).
Study on Social Return on Investment in Tejaswini Madhya Pradesh (2019) [The Indian Institute of Development Management]	733 members. Four federations were sampled in each of the six project district, and in each federation two village-level committees were sampled in consultation with the district programme manager. In each village-level committee, 12-13 members of SHGs were sampled using random selection criteria. Social Return on Investment (SROI) is a methodological framework for measuring and accounting the “social” value that the project interventions create.	Five key indicators against which the results/outcomes were monetized were: personal development, social development, assertiveness for right, governance empowerment, health, hygiene, nutrition and environment. Overall, accounting for changes over time, drop-off, etc., the SROI is estimated at a factor of 1.53 (i.e. for every INR1 spent, INR1.53 were gained in social value). The study reported that the programme beneficiaries are not only contributing to household earnings, but also playing better leadership roles in their family and community. Confidence, self-independence, awareness in women had	The selection of the monetary values for each indicator is arguably arbitrary and subjective and seems to have been reached through a consensus of participants at a workshop. Nonetheless, the data can be an indication of how the benefits are perceived by the beneficiaries.

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
		increased but the impact was uneven among beneficiaries and the programme may have lacked the means to reach the last mile.	
Impact assessment of Shaurya Dal [NR Management Consultants] [2017]	Applied mixed methods approach, which involved primary and secondary data collection. Sample size for the quantitative survey thus was 576 individuals (288 males and 288 females) across four districts. Surveys, focus group discussions and in-Departmenth interviews were conducted with over 1200 stakeholders.	Forty-one percent of females across all four districts attributed the resolution of issues such as domestic violence, dowry, child marriage and labour to Shaurya Dal[292]. Sixty-two percent of Shaurya Dals have received basic training in their roles and responsibilities; however, a large number of Shaurya Dal members within districts also remain untrained, limiting the groups' performance in achieving better results.	Absence of a baseline data and control group; primarily based on the perceptions of respondents.
Impact assessment through vegetables production in Dindori and Chhatarpur districts of Madhya Pradesh (2018) [Agro-Economic Research Centre For Madhya Pradesh and Chhattisgarh]	105 beneficiaries in total from two districts out of the six districts in Madhya Pradesh under Tejaswini (85 from Dindori district and 20 from Chhatarpur district). The same number (105) of non-beneficiaries were selected from the same villages having same size of holding and socio economic status. A list of all the beneficiaries has been provided by the office of the Madhya Pradesh Viita Vikas Nigam (MVVN), Bhopal. Further, one percent of beneficiaries' in Dindori and in Chhatarpur districts were selected for the study.	Socio-economic profile, asset ownership, expenditure pattern, land use, cropping, cost of cultivation and return. Average income per member was found to be more than 13 per cent for beneficiaries (INR 62,800) compared to non-beneficiaries (INR 55,500). Beneficiary households were found to be more literate, self-capable and own more assets compared to control group. The beneficiary farms were also found to have less fallow and uncultivated land, and more irrigated area (by 9 per cent) compared to non-beneficiary farms. The technology adoption was higher for beneficiaries, and it came with higher productivity and net income from cultivation of vegetables (e.g. tomato, brinjan, chilli and cowpea). Treatment households reported improved standard of living (e.g. decision-making, living status, saving capacity, etc.) as well.	The data provided by respondents is based on their memory, which is not always reliable. Additionally, the study is limited to the data collected for the agriculture year 2018-19 only. Some differences between treatment and control groups are negligible. For example, technology adoption is only 3.7 per cent higher for beneficiary households. Similarly, farm asset ownership is merely one per cent higher for beneficiary households.
PTLSP (2007-2020)			
Impact Assessment (2021) [RIA]	Primary use of quantitative household and community-level survey data collected from PTSLP beneficiaries as well as comparison group households and panchayats between December 2020 and February 2021. In total, 2,741 households were interviewed (1,527 beneficiary households and 1,214 comparison households). The IA employs quasi-experimental methods, relying on propensity score matching techniques where program effects are estimated by comparing the beneficiary households to the comparison households. Moreover, secondary data in the form of remote	Economic status, agricultural production and productivity, market access, resilience, food security and nutrition, gender empowerment. PTSLP tremendously increased demand for loans provided through the PLF, SHGs and JLGs supported by the project (PTSLP loan) by 820 per cent while reducing demand for other loans provided by micro-financial institutions. PTSLP mostly increased income from fisheries activities, especially income of fish vending women and fishers. Beneficiaries' food insecurity experience score (FIES) was reported to be lower, which implies a better outcome on food security – less food insecure.	Has a control group. While the methodology and statistical analysis are robust for assessing differences and attribution to the PTSLP for the year under study, there was no comparison with baseline data, and only a limited number of indicators were analysed and written up. In absence of a full report and additional data, the PPE by IOE found that the results from this study difficult to interpret at times (PTSLP PPE).

[292] 82 per cent of these women and girls believed Shaurya Dal has contributed by increasing the awareness among the community, and 42 per cent believed the contribution was from encouraging women and girls to come forward for discussion on issues.

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
	sensing data linked to the GPS coordinates collected during the quantitative survey were used for econometric matching purposes as well as to control for observables in the econometric analyses.		
CAIM (2009-2018)			
Impact Evaluation (2019) [National Council of Applied Economic Research]	The survey covered 4,352 households, covering 240 villages (176 treatment and 64 control villages), of which 3,194 households were from the CAIM villages and 1,158 households were from the control villages. The sample of villages was drawn from the list of the treatment villages based on the relative shares of each district. The control villages were chosen from each of the 64 blocks covered in the study. The questionnaire prepared for the study quantified the goals and objectives sought to be achieved by the programme. The qualitative aspects of the programme were assessed by conducting a total of 36 focus group discussions (six in each of the selected six districts).	Socio-economic status, agriculture, marketing, food security, access to financial services and women empowerment. The areas under improved farming techniques (i.e. Better Cotton Initiative, organic farming and low external inputs for sustainable agriculture [LEISA]) increased in the area size and in terms of the proportion (27.7 per cent to 31.2 per cent). While there is a wide variation between the districts, overall 74-75 per cent of the respondents who adopted improved farming techniques (hence, not all respondents) reported an increase in yield. Out of 154 respondents who adopted all aspects of the Better Cotton Initiative (i.e. five per cent of the total respondents from the project villages), 74 per cent reported a positive impact on their net incomes. Similarly, out of 78 respondents who adopted all aspects of organic farming, 77 per cent reported increased incomes. Overall, at project completion, 74 per cent of the respondents from CAIM villages reported household income increase compared to 2012/13, compared to 52 per cent in control villages. In the CAIM villages, about 14 per cent of the households reported an increase in their incomes from non-farm activities compared to 5 per cent in the control villages. The self-perception on the wealth category status showed that the percentage belonging to “poor” or “very poor” decreased substantially from 64 per cent in 2012/13 to 36.2 per cent in 2018/19, compared to a smaller change from 65.3 per cent to 44.2 per cent during the same period.	The sampling approach and process and the comparability of the treatment and control groups are unclear. It is difficult to interpret or attribute the results to project interventions. For example, the quantitative data on yield increase is mostly based on the perception and, although with some positive indications, limited to a very small proportion of the respondents who adopted improved farming techniques. The summaries of focus group discussions provide a mixed picture on the yield change, positive (e.g. where irrigation and improved varieties, or improved farming techniques are likely to have led to better yield) or neutral or negative.
ILSP (2012-2021)			

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
End term evaluation survey (2021) [InsPIRE]	The report consists of different parts according to project components, namely one part on food security and livelihoods enhancement (part 1), and the other on participatory watershed development (part 2). For the household survey for the part on food security and livelihoods, the sample consisted of 948 project households (ILSP), 858 control households, and another group of 783 households from the villages covered by the predecessor IFAD-funded project (Uttarakhand Livelihood Improvement Project in the Himalayas, ULIPH) (a total of 2,589 households). With regard to the watershed component, the sample consisted of 37 gram panchayats, 71 villages and 2,139 households from four micro watersheds as a treatment group, and 7 gram panchayats, 8 revenue villages, 430 households from different three micro watersheds as a control group. Panel sampling was used over the project duration to survey the same respondents since the baseline. However, additional households were added to ILSP group (180 added to 768 in the baseline) and the control group (90 added to 768 in the baseline). In addition, the study also included an analysis based on remote sensing to assess the change on natural resource management. The report notes that the survey was conducted during the second wave of COVID-19 and this may have influenced the responses.	Some results include the following: (part 1) Use of improved agricultural techniques (farm equipment, erosion control, improved cropping techniques, small area irrigation, soil moisture retention) are areas where % of ILSP households showed a remarkable increase. ULIPH households % is also higher than the control but the figures were already high in the baseline and not much difference from baseline (or decreased). (part 1) Annual household incomes increased by 13 per cent for ILSP households (after adjustments for inflation), compared to 1.5 per cent for ULIPH and 6.1 per cent for the control households. ULIPH households had the highest baseline figure among the three groups. The ULIPH household endline figure is also the highest but with a smallest change. (part 1) Membership in producer groups among ULIPH households decreased (from 80 per cent at baseline to 74 per cent), compared to an increase among ILSP households (34 to 92 per cent). (part 2) The data generally indicate watershed development and NRM related activities (mostly in terms of outputs) (Remote sensing) Estimated average annual soil loss decreased from 39 ton in 2013 to 33 ton in 2019 in the micro watersheds with project interventions. Biomass estimation also increased between 12-14 per cent between 2013 and 2019 in the micro watersheds with project interventions, compared to the decrease of between 3-6 per cent in the control area.	The study with two distinctive parts along the components probably indicates that the implementation of different components was led by different entities (UGVS and the Water Management Directorate), but it makes it difficult to understand the overall programme impact. Another unusual feature is the inclusion of the villages overed by the previous closed project. In the part on food security and livelihoods, the consulting firm which conducted the endline survey (as well as earlier baseline survey) indicates in the report that while the survey was to follow the panel sampling approach, additional households (180 for project and 90 for control groups) were added upon the insistence of the project team and notes that this might have led to biased results. An analysis of causality or attribution was not made. Furthermore, it is noted that data disaggregation of incomes by crop (and livestock activity) was not undertaken, which would have allowed an understanding of more and less successful cropping and livestock activities and related project support (PCRV). Nonetheless, there are some data on the natural resources and farming practices that could be considered (including those presented in the left column)
LAMP (2014-2024)			
Rapid Assessment study [Academy of Management Sciences]	The study has a combination of qualitative and quantitative approaches including survey (100 samples across four blocks), case studies (1-2 per block) and Focus Group Discussions (4 per block). The sampled blocks are: Mawkynrew (East Khasi Hills district), Laskein(West Jantia Hills district), Resubelpara (North Garo Hills district), Dambo Rongjeng and Songsak (East Garo Hills district).	Income and expenditure, land and crop profile, livestock and women empowerment. Low savings rates, very little access and interests in loans, insurance and other financial products and high NPAs of bank. Only 2 per cent of the surveyed households had access to drinking water at their home. Income opportunities of the population are extremely vulnerable to a variety of risks. This may be due to the extreme dependence on natural resources and the lack of alternate livelihood opportunities.	Limitations highlighted in the report: (i) the total sample size for the household survey is only 100 spread across four blocks. (ii) during the assessment areas of the state had suffered a week of heavy rainfall. In addition to providing the survey enumerators with challenges in accessing the respondents, the current situation would also have impacted the responses given by the respondents.

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
Annual outcome survey 2022	540 households from 54 villages in each of the treatment and control groups (total 1,080 households). In each block, one village per component was selected (for both the treatment and control groups).	87% of the treatment group reported that the living condition with participation in projet activities. 61% of the treatment group reported having adopted new agricultural technology promoted by the project. 54% of these respondents indicated the use of agriculture machinery and tools through IVCS custom hiring centres, followed by 25% reporting the use of bio pesticides and organic composts. 69% of the treatment group reported an income increase, compared to 37% in the control group. 63% of the treatment group reported an improvement of the quality and availability of food compared to the project start, The figure for the control group was 29%.	Much data relate to the project activities and outputs and about the perception. For example, 87% of the treatment group reporting having benefited from soil and water conservation or irrigation (compared to 35 per cent in the control group). In relation to this, most appreciated types of the benefits were: improved access to domestic water, and drudgery reduction – although domestic water supplies would not be considered as soil and water conservation activities. The data shows more positive "perception" on incomes and food quality and availability by the treatment group, but potential impact pathways are not elaborated. The control households are simply drawn from the villages not covered by the project, but it is not clear whether and how the comparability was established.
OPELIP (2016-2024)			
Baseline survey (2018) [RIA]	Ninety villages out of 1 243 villages were randomly sampled. The same number of control villages was selected randomly from the same 12 districts. Project and control sample were designed to be equal size at 1 048 each, but three extra households were surveyed during the data collection. Although the plan was to select 12 households from each village, for practical reasons, a total of 10 to 13 households were selected per village. In total, the sample size is 2099 (1050 project households and 1049 control households). The sample size varies widely by the districts because population size varies by the district and chosen sample size for each strata (in this case district) is proportional to the overall population.	Poverty and wellbeing, food security and nutrition, women empowerment, agriculture, migration, access to financial services. Average income for the PVTG households is significantly lower than the average income for the non-PVTG households. As a result, income poverty is higher among the PVTG households. On average, 83 per cent of households own at least one type of livestock and livestock ownership is slightly more common among control households. Livestock ownership among project households is about 4 per cent lower than in control households. On average, only about 18 per cent households applied for loans and credit from at least one source in the last 12 months of the survey.	Presence of a control group. As noted in the survey report, the most critical component that is lacking in the current data and analysis is the cropping system and crops grown in seasons other than the Kharif season. For example, anecdotal evidence and field observation suggest that a large proportion of tribal households plant off-season paddy – podu cultivation – in the area, but the current survey fails to document that information.
Annual outcome survey (2021-22)	Survey conducted in 17 micro project areas (all micro project areas supported by the project). 10 households from each of 20 programme villages and 20 non-programme villages (400 households in total).	The data show about 1/3 of the programme village households registered that they are "not at all satisfied" with the programme and NGO staff, although almost half said "moderately satisfied). With regard to a number of indicators (e.g. access to finance, livestock health care, crop or horticultural inputs),	Much of the data relate to the perception. The overall picture is not very positive, with low level of satisfaction, low level of adoption. The demographic composition is quite different between the programme and non-programme villages in terms of the proportion

Reports (year) [conducted by]	Methodology, sample size	Parameters covered, key findings reported	Notes, comments
		the perception of programme village households on OPELIP is visibly positive (when compared with the services provided by the Government or other agencies), but those responded “poor” is still notable (e.g. 43% indicating livestock health care supported by OPELIP “poor”). Adoption of new/improved technology: only 12% reported having tried the system of rice intensification. Among those who adopted SRI, about a third reported a significant yield increase.	of PVTGs (65% in the programme villages compared to 3% in the control villages). In the control villages, STs are predominant (87s). This raises the question on comparability.

[Section III.E Impact - human and social capital

Box 5
Measuring quality and maturity of SHGs

SHGs are generally graded by external institutions such as NABARD and banks, based on the criteria such as the number of members, homogeneity, proximity to each other, regularity of attendance, savings, internal lending, repayment rate and record keeping. Further, leadership rotation, capacity building and enterprise activities are also taken into consideration while assessing the maturity of SHGs for sanctioning bigger loans. SHGs are graded as A (highest), B, C or D and the grading influences the access to bank financing. The grading reflects certain dimensions of social capital such as cooperation, communication and collective action.

Out of the 10 completed and ongoing matured projects, data is available for only five projects where SHGs are the major community institutions. In CAIM and Tejaswini Maharashtra, more than 75 per cent of the SHGs were in A grade (Karvy 2017; IOE/IFAD PCRV and PPE), in contrast to Tejaswini Madhya Pradesh where only 44 per cent of the SHGs were in A grade. The robust approach towards SHG mobilization and capacity building by MAVIM in Maharashtra may have played a major role in strengthening the community institutions. The OPELIP data showed, during 2020, only 28 per cent of SHGs were in grade A, 31 per cent were in grade B, and 15 per cent were in grade C. 26 per cent of the SHGs were not graded. Among the PVTG SHGs, only 15 per cent were in Grade A and 13 per cent in Grade B. By 2021, the figures had significantly improved and 74 per cent of SHGs came under A & B grade. Among PVTG SHGs, a dramatic increase from 28 per cent in the previous year to 64 per cent under A & B was witnessed (IFAD 2020O, IFAD 2021O). The reasons for such a change have not been adequately captured in the MIS and various reports.

Table 27.
Project data on grading of SHGs and community institutions

No	Project		Sources
1	OPELIP	Total Number of SHGs: 6644 Total Number of GPLF: 89 A Grade SHGs: 39.22% B Grade SHGs: 34.74% C Grade SHGs: 15.82% Not Graded: 7.85% Less than 30% of the SHGs are in PVTG villages. During 2020, only 28% of SHGs were in grade A, 31% were in Grade B and 15% were in grade C. 26% of the SHGs were not graded. Among the PVTG SHGs, only 15% were in Grade A and 13% in Grade B. By 2021, the figures increased and 74% of SHGs came under A & B grade. Among PVTG SHGs, a dramatic increase from 28% in the previous year to 64% under A & B was witnessed.	IFAD, 2021O IFAD, 2020O Data submitted by OPELIP
2	JTELP	Total Number of SHGs: 5,265 A Grade SHGs: 55% B Grade SHGs: 37% C Grade SHGs: 8%	IFAD (2022JS)
3	MPOWER	Total Number of SHGs: 4,728 A Grade SHGs: 42% B Grade SHGs: 49% C Grade SHGs: 9%	IFAD (2017M)
4	CAIMP	Total Number of SHGs: 13,235 Total Number of CMRCs: 63 A Grade SHGs: 75%	IFAD (2019CM)

No	Project		Sources
		B Grade SHGs: 16% C Grade SHGs: 9%	
5	ILSP	Number of SHGs: 3,632 Number of PGs & VPGs: 10,596 Number of LCs and Federation: 203 Data not available regarding the grading and strength of social capital.	IFAD (2021L)
6	LAMP	Number of IVCS: 331 Number of IVCS acting as Business correspondent for the Meghalaya Co-operative Apex Bank Ltd: 140 Data not available regarding the grading and strength of social capital	Self-Assessment Report of LAMP
7	FOCUS	Total Number of FIGs: 3246 Grading process has just begun. 2047 FIGs have been graded for receiving the first and second instalment	Data given by FOCUS IFAD (2022FO).
8	APDMP	Number of FPOs: 105 Other institutions such as UVAS and Ground Water Collectives are at nascent stage during the completion of the project. None of the FPOs are credit-linked and 39% of the FPOs reflect self-sustainability. Grading of FPOs have not taken place. Ground water collectives have potentials for sustainability due to self-interest and win-win framework.	IFAD (2022AP).
9	PTSLP	Number of SHGs: 8,532 Number of FMS: 121 Number of JLGs: 1827 While there are no data regarding the grading of the SHGs and other institutions, the performances of SHGs and JLGs have been quite significant as per the evaluation reports reflecting the quality and the social capital of the institutions. On the other hand, the performance of FMS required further strengthening.	IFAD (2022TN1) TNAU (2020)
10	Tejaswini	Number of SHGs in Maharashtra: 78,318 Number of SHGs in Madhya Pradesh: 15,904 % of SHGs with “A” Grade in Maharashtra: 85% % of SHGs with “A” Grade in Madhya Pradesh: 44% Number of CMRCs in Maharashtra: 300 % of CMRCs with “A” grade in Maharashtra: 85% Number of CMRCs (Federations) in Madhya Pradesh: 60 % of CMRCs (Federations) in MP with A Grade: 45%	IOE (2020TJ) CMS, (2018)
11	New Tejaswini	Number of SHGs: 88,500 Number of CMRCs: 248 Grading going on-Expected to be more than 90% under “A” category	Data from MAVIM’s Presentation
12	REAP	The project has just begun and has been working with USRLM’s SHGs and Federations. The grading of the SHGs will be as per the norms of NRLM.	
13	CHIRAAG	The project’s design includes institutions such as Gauthan Committee (Common Property resource management committee for livestock), FPOs, SHGs and Livelihood Groups. The design has a well-structured approach for institutional building. The project is yet to take off.	

Table 28.
Number of persons provided targeted support to improve nutrition

Project	Persons provided targeted support to improve nutrition
Tejaswini	About 85% of the Tejaswini-MP members have reported providing good nutritious food to their children, as compared to 70% in control group. Five Federations are utilizing locally grown kodo millet, jaggery and other ingredients and produce kodopatti (a nutrition bar made out of small and minor millets) and supplying them to 21,685 children every day in 1,073 Anganwadis in the Dindori District. Moreover a low cost nutrition related initiatives “saath din saath ghar” and “tirangathali” have been scaled up.
PTLSP	The estimated impacts of PTSLP on food security and nutrition are marginal though positive (PCR).The only collected indicator is on % reduction in child malnutrition.
MPOWER	PCR concluded that project interventions have contributed to improving overall nutritional status of the children up to 5-6 years. The project did not undertake child malnutrition assessment
CAIMP	Awareness campaigns on women’s rights on joint ownership issues included street plays on health and nutrition and welcoming the girl child’ benefited 2,512 SHG’s participating in this activity, with 23,215 women participants (PCR).
ILSP	Nutrition indicators are limited to reduction of child malnutrition and households reporting food shortages
JTELP	The project had supported nutrition gardens in 2016-17, which later got integrated into crop intensification programme. However, no data is available on the number of people that received nutrition support.
LAMP	N/A
OPELIP	2 641 HHs provided with targeted support to improve their nutrition. However, it is also separately mentioned that 4 666 HHs were provided fruit crops and 5 617 provided spices crop (SVM 2022). In the SVM 2021, 20 009 indigenous people are mentioned as receivers of targeted support to improve their nutrition. MTR (2019) has reported that 6 841 HHs cumulatively provided with targeted support to improve their nutrition, which looks inconsistent with the numbers in the following period.
ADPMP	No clear indicator. Households reporting improved diet diversity, as measured by households consuming millets, have increased to 75% as against the project target of 70% and a baseline value of 35%. Project’s initiatives in millet production and also specific session on nutrition in FFS are likely to have yielded such results.
FOCUS	N/A
Nav Tejaswini	176 913 Households provided with targeted support to improve their nutrition. A big jump compared to the previous year result, which was 31 913 HHs in total.
CHIIRAG	There is an indicator in the logframe, but the result as of now is zero.
REAP	The project also has plans to scale up successful intervention by LCs by preparing and supplying highly nutritious ready-to-eat food through the ICDS Scheme under ILSP to cover more Anganwadi Centres. These activities are yet start and it is necessary to appoint a focal person for these activities. There is no specific allocation in the project design for nutrition related activities other than for nutrition sensitive value chains (SVM 2023).

Source: Project data (e.g. PCRs, supervision mission reports)

[Section III.F Gender equality and women's empowerment]

Table 29.
Overview of types and interventions adopted in projects reviewed under CSPE

Thematic Area	Projects		Focus/Change	Approach
Promoting women's participation in community institutions	APDMP CAIM FOCUS ILSP JTELP LAMP	MPOWER Nav Tejaswini OPELIP REAP PTSLP Tejaswini	promotes women's representation, participation and leadership	Gender Equality
Access to financial services	CAIM ILSP JTELP MPOWER Nav Tejaswini	Tejaswini, OPELIP REAP PTSLP Tejaswini	promotes women's access to finance for productive purposes	Gender Equality
Livelihood promotion	APDMP CAIM FOCUS ILSP JTELP LAMP	MPOWER Nav Tejaswini OPELIP PTSLP REAP Tejaswini	increase in household incomes, productivity and strengthening women's productive roles	Gender Equality
Enterprise development & market linkages	CAIM CHIRAAG FOCUS ILSP JTELP LAMP	MPOWER Nav Tejaswini OPELIP REAP PTSLP Tejaswini	enhances women's role and agency in access to markets	Gender Equality
Drudgery reduction	APDMP CAIM FOCUS ILSP JTELP	LAMP MPOWER Nav Tejaswini OPELIP Tejaswini	aims to reduce women's excess work burden related to domestic roles and responsibilities	Gender Equality
Joint Titling, legal rights training	CAIM Nav Tejaswini,		strengthens women's access to key resources/capital: land/homestead/property	Gender Equality
	OPELIP Tejaswini		challenges social norm and beliefs of men as primary 'owners' and head of household	Gender Transformative
Engaging on difficult gender challenges such as EVAW, alcoholism, safety audits etc.	CHIRAAG OPELIP Nav Tejaswini, Tejaswini		engaging men to champion GEWE through change in gender social norms, attitudes and beliefs	Gender Transformative
Nutrition, health and food security	APDMP CAIM CHIRAAG ILSP JTELP	MPOWER Nav Tejaswini OPELIP Tejaswini, REAP	improve women and children's health, nutrition and household food security	Gender Equality

Source: CSPE review of project documents
Note: This is not comprehensive and it is meant to be indicative of the gender interventions covered by different projects in the portfolio.

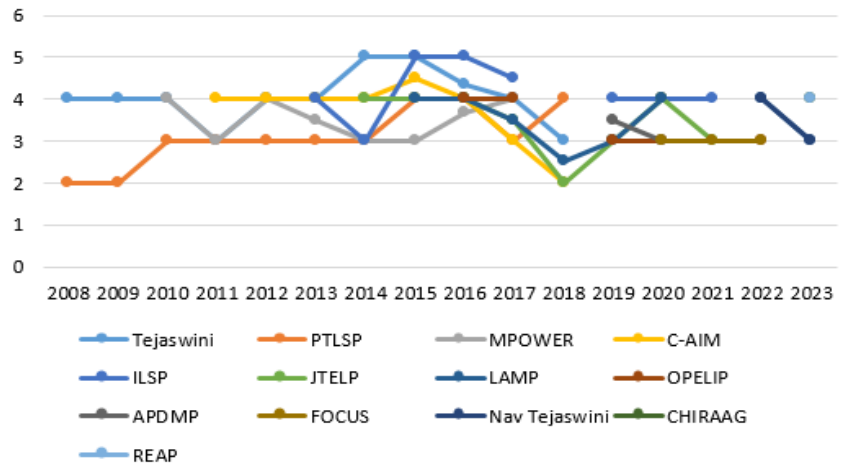
Box 6
Matrilineal practices in Meghalaya[1]

The Khasi and Garo tribal groups in Meghalaya follow matrilineal customary practices, by which the youngest daughter inherits ancestral property. However, the youngest daughter is not the inheritor of properly, but rather is merely the custodian. In reality, the maternal uncle in the case of Khasisi and the husband in the case of Garos administer, manage and control the property. She cannot transfer, sell or alienate the ancestral property. The literature review and interview with a key informant indicated that in effect, women's inheritance rights are no guarantee of complete authority and control over these assets. Furthermore, the Village Councils, with traditional powers over land, jhum, social and development activities are male dominated.

Source: Interviews conducted by the CSPE team and literature review

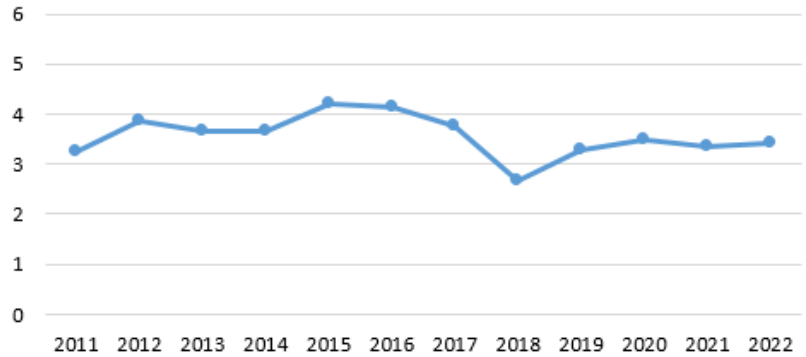
[Section IV.B. Government performance]

Figure 5
Supervision mission ratings on procurement performance



Source: IFAD database (Operational Results Management System)

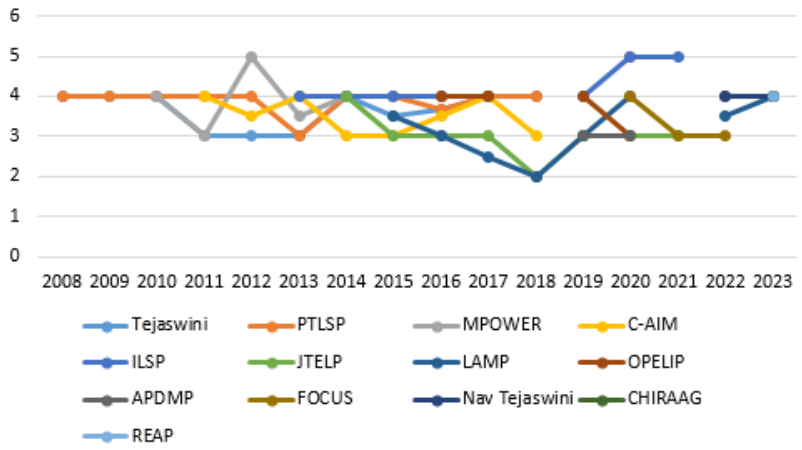
Figure 6
Average supervision mission ratings on procurement



Source: IFAD database (Operational Results Management System)

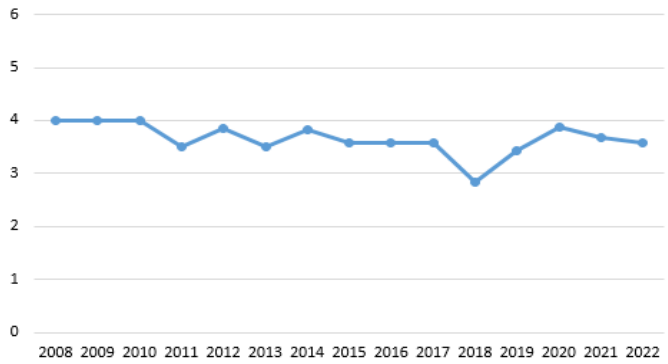
[1] R. Ellena and Nongkynrih, K.A. *Changing Gender roles and relations in food provisioning among matrilineal Khasi and patrilineal Chakhesang Indigenous rural people of North-East India,* (US: John Wiley and Sons, 2018) https://doi.org/10.1111/mcn.12560, pg. 5,6.
[1] R.Brule and Gaikwad, N. *Culture, Capital and the Political Economy Gender Gap: Evidence from Meghalaya's Matrilineal Tribes,* (USA: The Southern Political Association, 2021) The Journal of Politics, volume 83, number 3. Published online May 17, 2021. https://doi.org/10.1086/711176, pg.6

Figure 7
Supervision mission ratings on quality of financial management performance



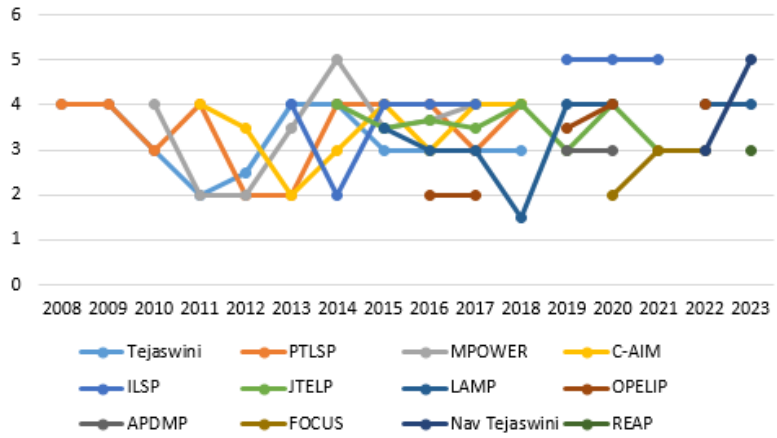
Source: IFAD database (Operational Results Management System)

Figure 8
Average supervision mission rating on quality of financial management



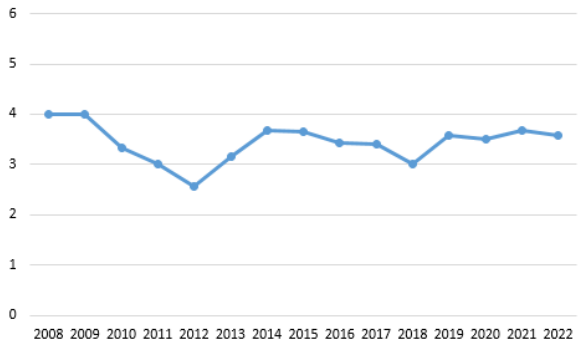
Source: IFAD database (Operational Results Management System)

Figure 9
Supervision mission ratings on coherence between AWPB and implementation performance



Source: IFAD database (Operational Results Management System)

Figure 10
Average supervision mission ratings on coherence between AWPB and implementation



Source: IFAD database (Operational Results Management System)

Figure 11
Average supervision mission rating on performance of M&E system

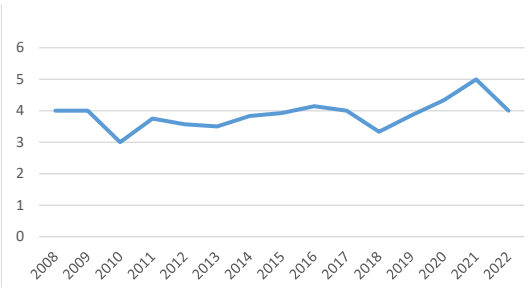
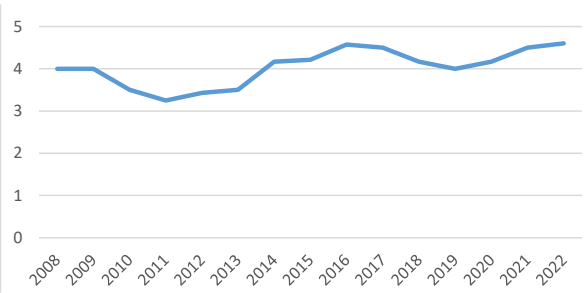
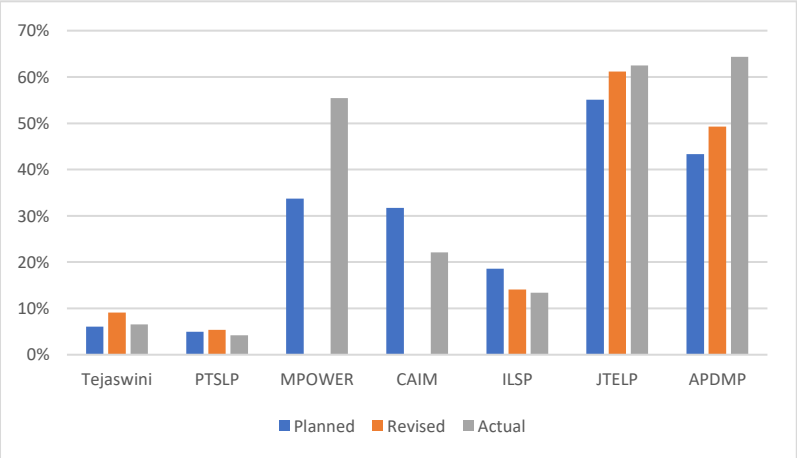


Figure 12
Average supervision mission rating on project performance on knowledge management



Source: CSPE analysis based on IFAD data (Operational Results Management System)

Figure 13
Government counterpart contribution % against total project cost (for completed projects)



Source: Project design repots, PCRs.
For those projects with high proportion of government funding (i.e. APDMP, JTELP and MPOWER, but also CAIM), the bulk came from “convergence” with other government schemes

Geospatial analysis on selected ILSP microwatersheds

Introduction

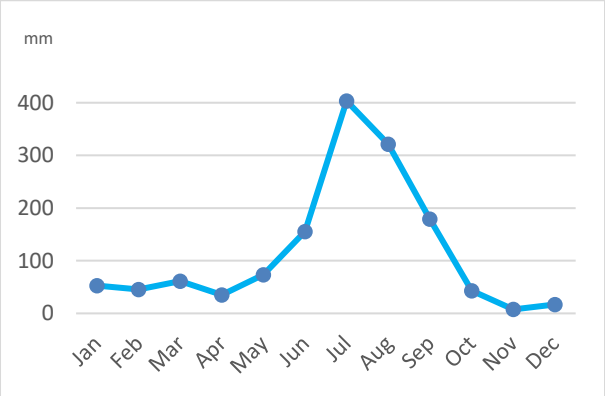
Team members from the CSPE, with the assistance of IFAD Rome, planned to carry out a geospatial analysis of projects in the IFAD portfolio in India, to support the CSPE findings.
Several of the projects, including ILSP, FOCUS, LAMP and OPELIP, had collected GIS data in some format, to identify and map intervention areas (all to some extent) or to combine with crop and soil data to provide information for farmers and extensionists (FOCUS). However, the information had not been used extensively in monitoring or evaluation.
The CSPE team attempted to collect data from these projects regarding their natural resources management activities, however the data received was not comprehensive enough to carry out relevant analyses. It was, however, feasible to carry out a geospatial analysis of some of the activities of the Integrated Livelihood Support Project (in Uttarakhand) (2012-21), in order to test the hypothesis that the sum of integrated watershed management activities in the project area led to increased availability of water for irrigation and soil moisture throughout the year, and possibly increases in cropping peaks.

Background on the Integrated Livelihood Support Project

An important issue facing the majority of hill farmers is the variability and changing patterns of rainfall. The rainfall in Uttarakhand is dominated by the monsoon season; most of the annual rainfall occurs between June and September (see figure 1). Rainfall occurs on more than half of the days in June and July. On average, there is significant rainfall in most months; however, the very large monthly amounts between the monsoon and dry seasons will cause management problems for the farmers without irrigation. In the monsoon season, the farmers will want to get rid of excess water from their fields to prevent waterlogging of their crops. In contrast, during the rest of the season, they will want to retain as much of the rainfall as possible in the field to reduce the impact of drought (PDR, WP Agriculture, p.5). A study in 2010 by ICIMOD for ULIPH had reported that 64 per cent of crop yields had declined, with many citing causes pertaining to water management (see table 1).

Cropping patterns in Uttarakhand are determined by agro-ecological zones which themselves are broadly defined by altitude. In the hill districts, different types of millet account for 31 per cent of the total area of cereals, compared with 34 per cent for wheat, 23 per cent for rice and 12 per cent for other cereals. The farming system for the majority of the non-irrigated hill areas consists of a 2-year rotation of barnyard millet (or upland rice), wheat or lentils (both mix cropped with mustard), finger millet mix cropped with soya, sesame, amaranthus. Nearly all these crops are grown for own-consumption, the exceptions being soya and amaranthus. Some of the millet is used as stock-feed. In the field it was confirmed that the cropping cycle looks as follows: growth of the first crop, which in the field was reported to grow from June/July to October/November, the second crop from December to March/April, and sometimes a third short one, a legume, from April to June.

Figure 1
Monthly precipitation averages for the years 2014-2022 in Uttarakhand



Source: CHIRPS data retrieved from earthmap.org.

Table 1
Farmers' perception of causes of reduced yields

Cause for reduction in crop yields	*% of farmers citing cause*
Less rainfall	57
Change in rainfall patterns	43
Decline in water available for irrigation	23
More insect and pest attacks	10
Increase in soil erosion	33
Factors that are not related to climate	77

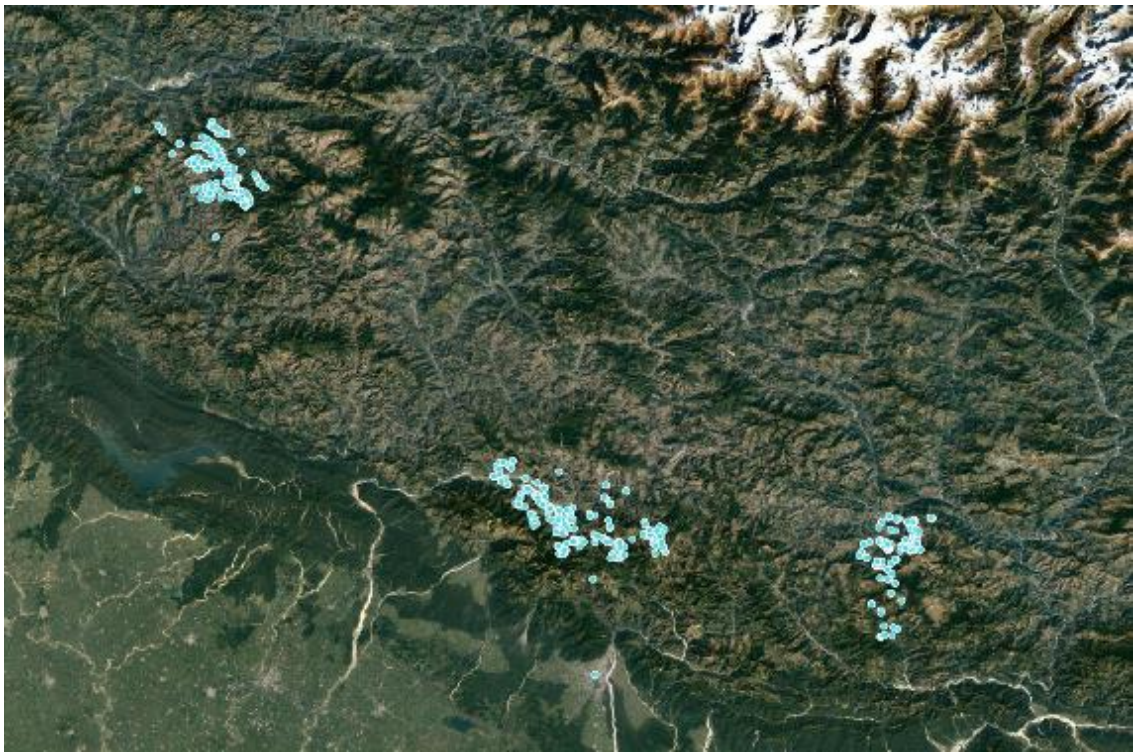
Source: ICIMOD 2010 in Design Working Paper 2, Agriculture.

The project started in 2012, but implementation of watershed activities only started in 2016 due to excessive rainfall and subsequent floods in 2013. Activities by the Watershed Management Department that could affect the soil and its vegetation include water harvesting and minor irrigation (e.g. roof water harvesting tank, irrigation tank, irrigation channel), drainage line treatment and soil conservation (e.g. construction of crate wire/dry stone check dam, gabion structure), catchment area treatment, forestry, and agriculture (see table 2 for sub activities in these categories). The PCR reported the following results: the project treated 70,194 ha (100 percent of the target) of micro watersheds area and undertaken 75,581 ha of terrace repair/vegetative field boundary, afforestation in 534 ha, silvi-pasture in 88 ha, fodder and pasture development in 188 ha and assisted natural regeneration in 380 ha. The project has built 536 vegetative check dams, 167,245 cubic meters of dry stone check dams, 120,745 cubic metres of crate wire check dams, 99,392 cubic metres of retaining walls (gabion structure), 69,648 cubic metres of roadside erosion control and 34,284 cubic metres of riverbank protection. The project has also undertaken substantial catchment area treatment and water and irrigation related activities comprising 390,247 contour trenches, 59,742 recharge pits and 1,825 dug-out ponds. In addition, the project rejuvenated 306 springs that provide water not only for irrigation but also for drinking water (source: PCR, p.12).

The PCR reports the following results: a substantial reduction in soil erosion, improved water management and access to irrigation water, enhanced agricultural land use, and an increase in total biomass (PCR, p.13). Similarly, during the IOE mission, households in several villages reported to have increased cropping intensity, meaning they could grow crops in more seasons, for example growing vegetables from April to June, due to assured water. Our hypothesis for the satellite analysis is therefore as follows: the sum of integrated watershed management activities in the boundary area, increases soil

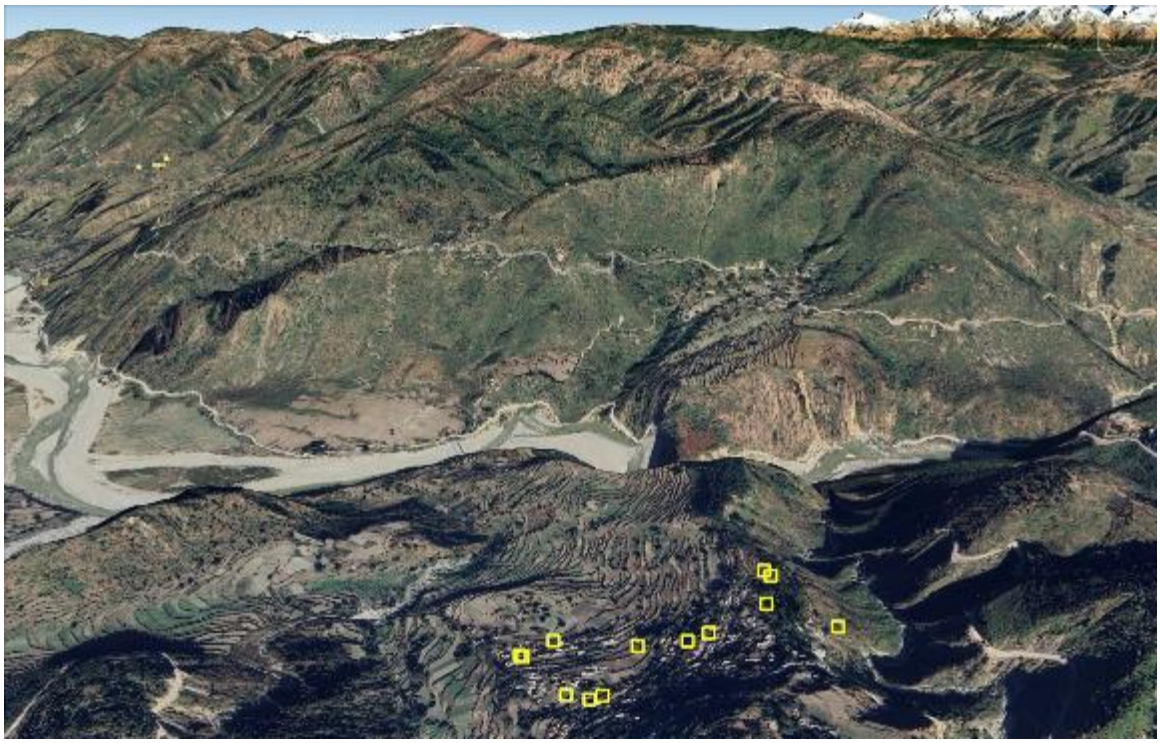
moisture and availability of water for irrigation throughout the year, decreasing water stress and leading to an increase in cropping peaks in a calendar year.

Figure 2
Distribution of NRM activities in blue



Source: QGis.

Figure 3
Watershed activities in yellow, in Ghatgaad Micro Watershed, Nainatal district



Source: Google Earth

Methodology. The IOE team received a CSV dataset with point data by ILSP showing project interventions to improve natural resource management and converted it into shapefile to visualize the data in QGIS (see figure 2). For the visualizations, the categories were selected for analysis that pertain to natural resource management and its potential effect on the soil and its vegetation (i.e. agriculture; catchment area treatment; drainage line treatment & soil conservation; forestry; water harvesting & minor irrigation), totalling 763 data points (see table 2). There seem to be data gaps in the dataset, since the figures do not correspond to the figures in the PCR. However, several cross checks were performed (such as terrace repair, construction of check dams) to confirm that interventions had taken place.

The IOE team performed a Before/After and Control/Impact (BACI) sampling method. Geospatial tools allow a Before/After analysis when there is a lack of project baseline data, as these tools often include data going back in time which allows for a temporal comparison. The inclusion of a control area furthermore aids in distinguishing highly likely effects of the project interventions, by comparing the scenario of the treatment area to an area with an absence of project interventions.

Since the dataset included only point data, the IOE team had to establish a unit of analysis. To decide on a treatment are in this highly varied landscape is not straightforward. Land use and land cover analyses performed with Geofolio, demonstrated that each of the three pockets of interventions (see figure 2) included a high percentage of tree cover, which would distort the analysis if we were to draw a boundary around the three pockets of intervention as a unit of analysis. As such, it was decided to trace boundaries around interventions in an area of cropland, within each pocket of intervention (see figure 4, 9, 14). This was performed with Earth Map, using the IPCC Land Use Classification CCI/ESA data layer.[1] In total, three areas were traced as treatment areas. For each demarcation exercise, the land use data was verified with Google Earth to confirm the presence of terraces in this area which indicates agricultural activity. For the control areas, similarly sized areas were demarcated in the vicinity of the treatment group, with similar land use features and similar altitudes. Again, to verify this, a combination of Geofolio, Earth Map and Google Earth was used.

[1] The CCI-LC project delivers consistent global Land Cover maps at 300 m spatial resolution on an annual basis from 1992 to 2020. Source: ESA Land Cover CCI - v2.1.1.

Table 2
Activities and sub activities by WMD

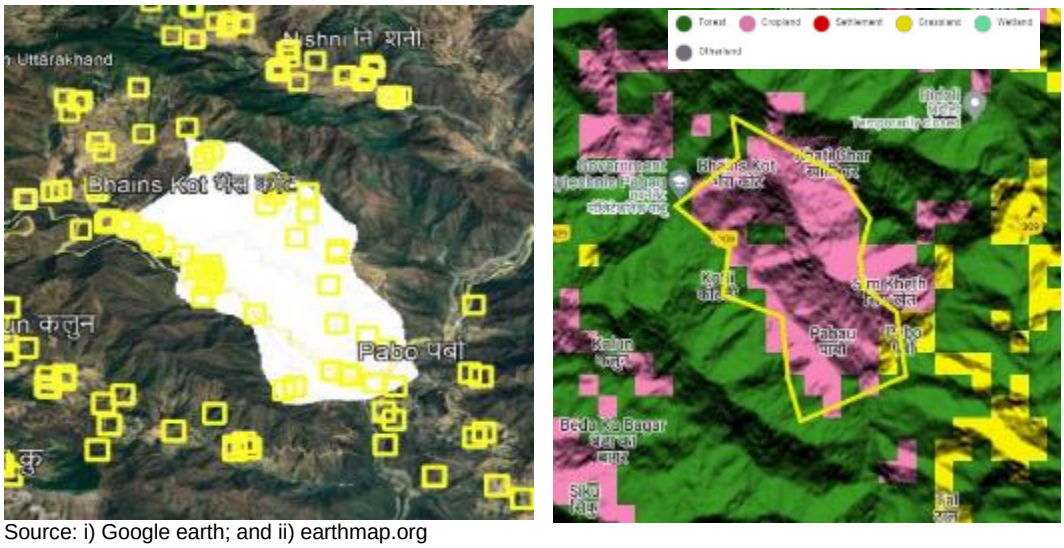
Activity	No	%	Sub activity	No
Agriculture	46	6	Terrace repair/ vegetative field boundary	37
			Agricultural minikit	9
Catchment Area Treatment	27	3	Construction of dugout pond	7
			Digging of contour trenches	13
			Recharge pits	5
			Rejuvenation of existing chal/khal/naula	2
Drainage Line Treatment & Soil Conservation	227	30	Construction of crate wire and check dam	74
			Construction of retaining wall (gabion structure)	21
			Roadside erosion control	20
			River bank protection	18
			Retaining wall	15
			Construction of spur (river training work)	1
			Construction of cross barrier	3
			Construction of diversion drain with safe disposal	5
			Construction of dry stone check dam	69
			Vegetative treatment/ terrace repair	1
Forestry	69	9	Afforestation	45
			Assisted natural regeneration of oak areas	22
			Bamboo plantation	2
Water Harvesting and Minor Irrigation	394	52	Roof water harvesting tank	221
			Irrigation channel	30
			Irrigation tank	116
			Naula/dhara rejuvenation	13
			Polythene lined tank	8
			Village pond	6
Total	763	100		

Source: NRM point data shared by WMD/ILSP

For this analysis, Normalized Difference Vegetation Index (NDVI), as well as Normalized Difference Water Index (NDWI) is used. Both the NDVI and NDWI can be regarded as vegetation descriptors. Both involve differencing of reflectance values in the near-infrared (NIR) and shortwave infrared (SWIR) portions of the electromagnetic spectrum. The NDVI quantifies both the health and the density of vegetation. Hence, an increase in positive NDVI values indicates healthier and denser vegetation. The NDWI, on the other hand, is designed to detect the presence of water, including in vegetation (i.e. leaves). High values of NDWI correspond to high vegetation water content, low NDWI values correspond to low vegetation water content. The NDWI varies between -1 to +1, depending on the leaf water content. There is no universally fixed threshold for NDVI and NDWI. The threshold can vary depending on the vegetation type and cover. As a result, the control area is used as reference point to understand the status of crops in the treatment area.

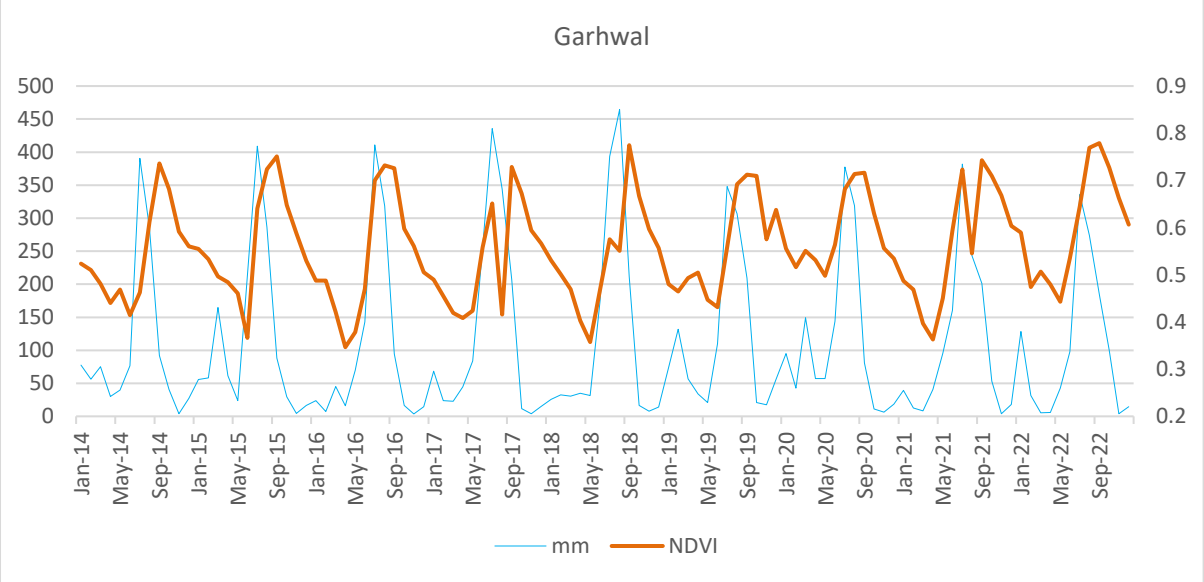
For precipitation, Climate Hazards Group InfraRed Precipitation with Station data (CHIRPS) is used.[2] By combining these time series of NDVI and precipitation levels, we analyse if the level of correlation between the two is changing, and if so, it is safe to say the change in NDVI can be attributed to other factors. The year 2014 is used as a baseline, as 2013 saw large floods and landslides in the region, which might distort our analysis. The first watershed activities were implemented in 2016.

Figure 4
Boundaries of unit of analysis #1 in an area of cropland (Garhwal district)



Source: i) Google earth; and ii) earthmap.org

Figure 5
Monthly NDVI and precipitation trend (2014-2022)



Source: NDVI and CHIRPS data retrieved from earthmap.org

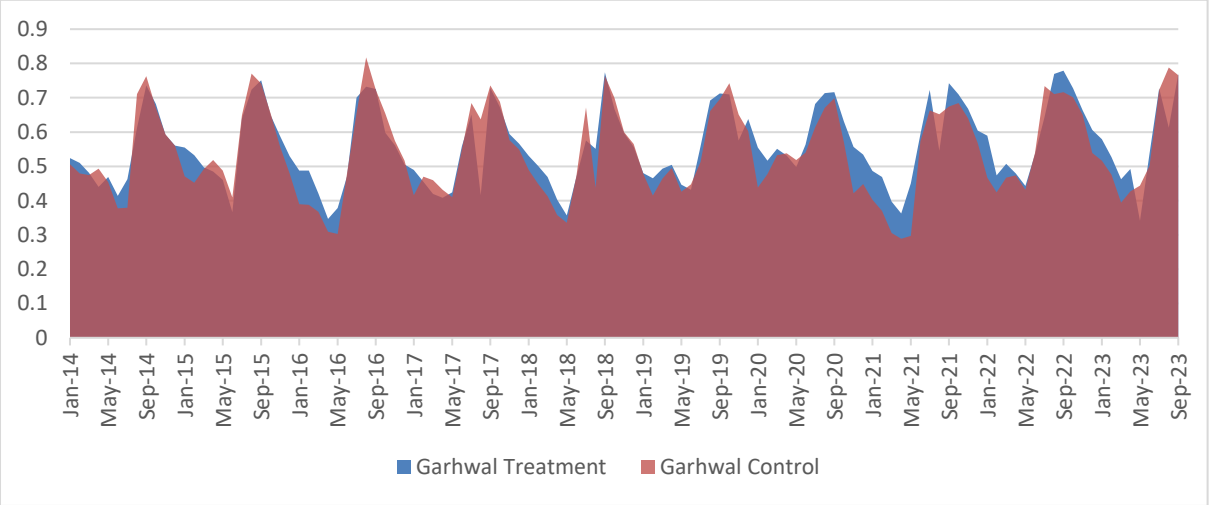
Analysis. Our hypothesis for the satellite analysis is as follows: the sum of integrated watershed management activities in the boundary area, increasing availability of water for irrigation throughout the year, leads to an increase in cropping peaks in a calendar year.

[2] CHIRPS is a 30+ year quasi-global rainfall dataset. CHIRPS incorporates 0.05° resolution satellite imagery with in-situ station data to create gridded rainfall time series.

For our unit of analysis #1, located in Garhwal district, we see that precipitation rates strongly correlate with the NDVI rate (see figure 5). In this area, the NDVI reaches its peak in September, and its lowest point in April/May. Reading from the figure, from 2017 onward, the number of tiny peaks seems to increase. This may indicate an increase in cropping cycles. What we furthermore see, is that the decreased monsoon rainfall peaks in 2019 until 2022 do not seem to impact the average NDVI rate, which remains stable and even has a slight upward trend since 2020.

Compared to the control area, we see that in the treatment area, the NDVI score is consistently higher and distributed over a longer period of time from May 2020 until March 2023 (see figure 19).

Figure 6
NDVI in Garhwal for treatment and control area (2014-2023)

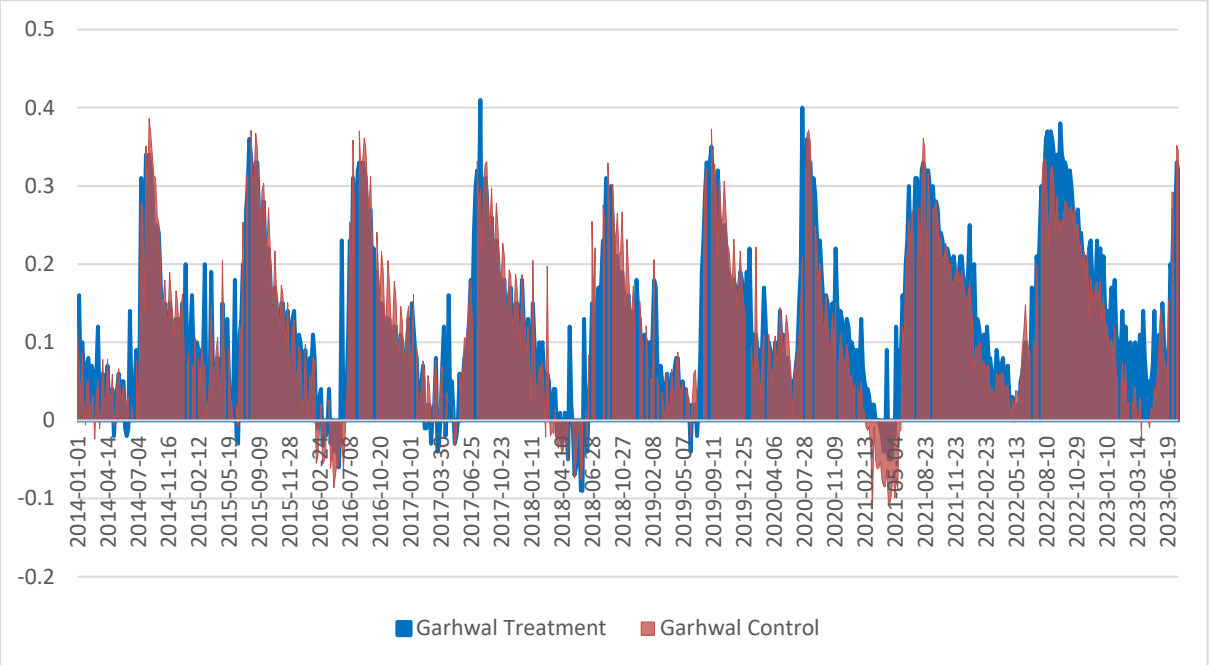


Source: NDVI data retrieved from earthmap.org

We see that the NDWI in the treatment area is increasing from 2020 onwards and in the second cropping season (see figure 7). In the period from 1 July 2022 to 30 June 2023, the NDWI in the treatment area is 22 per cent higher than in the control area.[3] With regard to the second cropping season, water stress has decreased in the treatment area in 2022-23 compared to 2014-15, and 2018-19 (see figure 8). Additionally, the trendline shows an overall increase of 48 per cent in NDWI in the treatment area with the NDWI in the control area only increasing by 4.7 per cent.

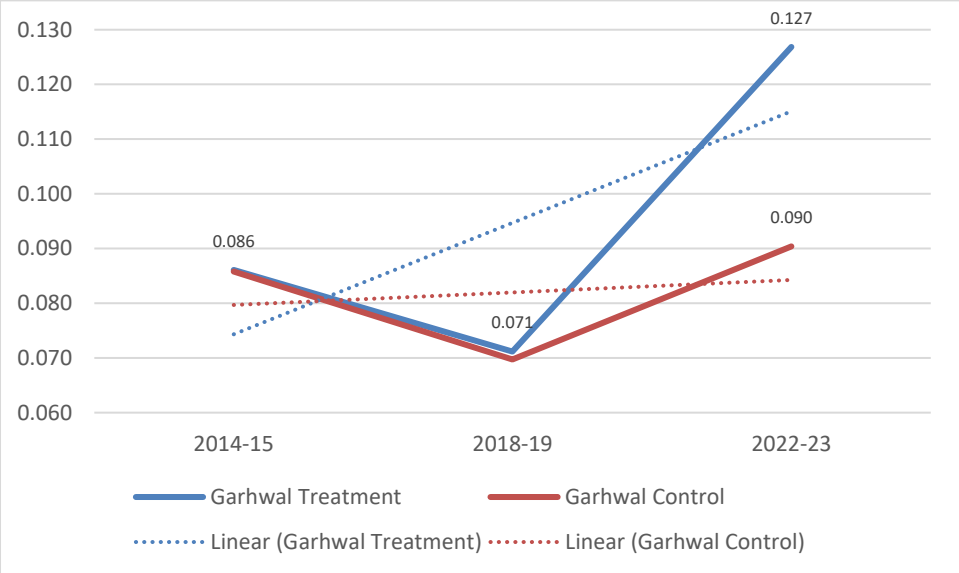
[3] IOE arrived at this percentage by calculating the average NDWI of the time series for the given areas from 1 July 2022 until 30 June 2023. Garhwal treatment area average was 0.1842, and the control area average was 0.1508.

Figure 7
NDWI in Garhwal for treatment and control area (2014-2023)



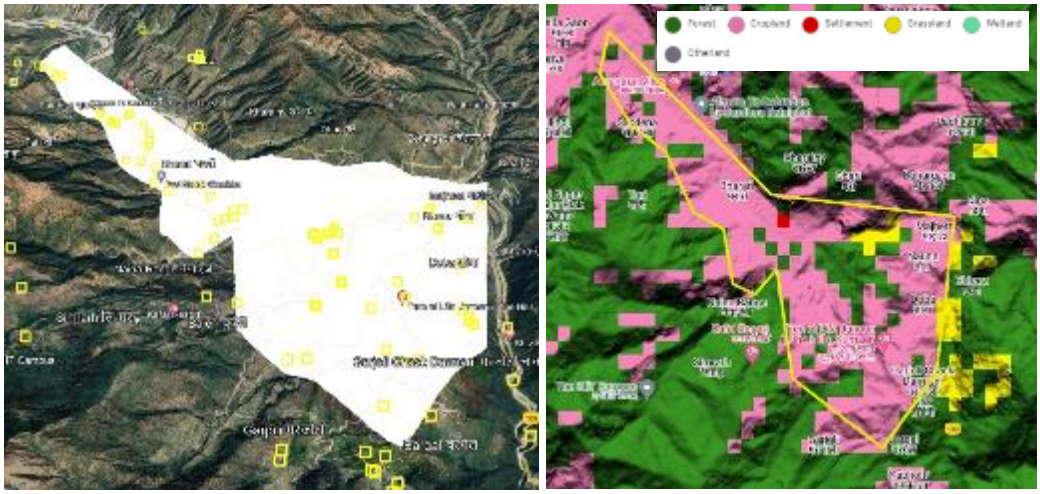
Source: NWDI data retrieved from climateengine.org

Figure 8
Average NDWI in the second cropping season in Garhwal for treatment and control area



Source: NDWI data retrieved from climateengine.org.

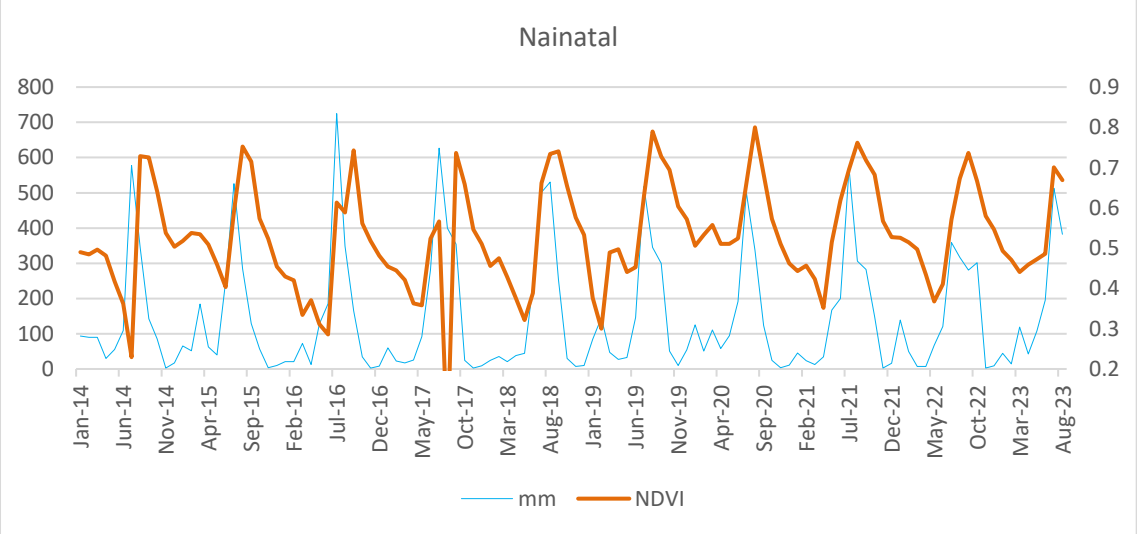
Figure 9
Boundaries of unit of analysis #2 in area of cropland (Nainatal district)



Source: i) Google earth; and ii) earthmap.org

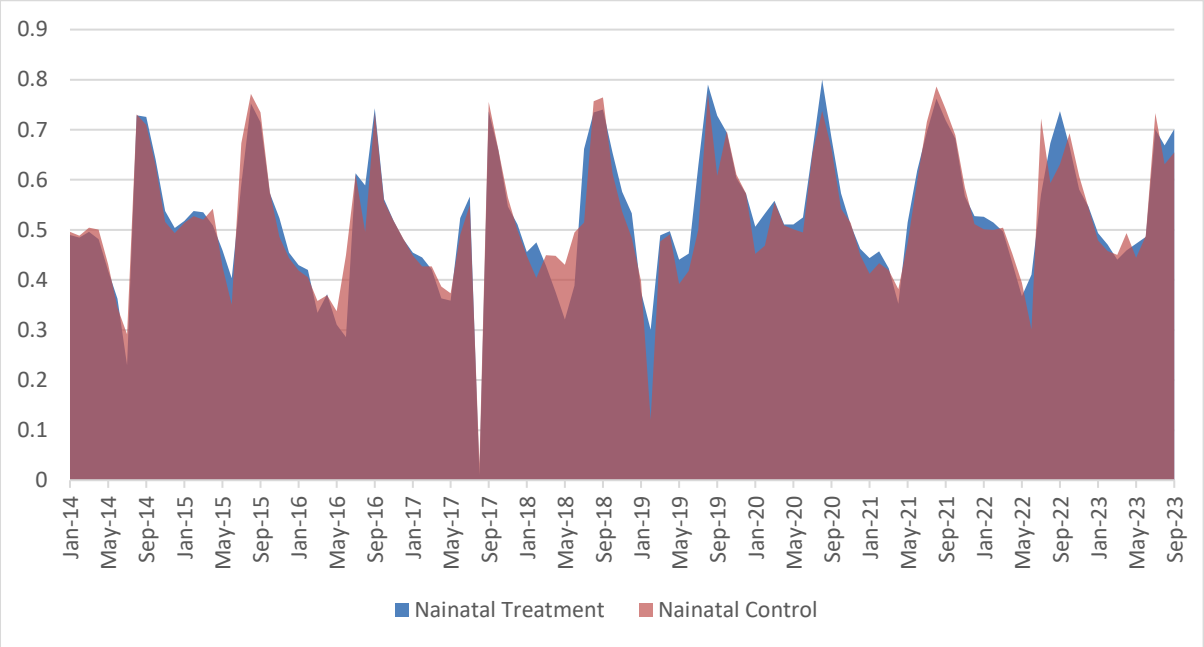
On the land in Nainatal (figure 9), we similarly see correlation between rainfall and NDVI (figure 10). Here the peak of the crops is either in August or September. From 2021 onward, we see that the lowest NDVI point is steadily decreasing in an upward trend. The steady decrease in monsoon rainfall from 2016 onwards has not negatively impacted the NDVI.

Figure 10
Monthly NDVI and precipitation trend (2014-2022)



Source: NDVI and CHIRPS data retrieved from earthmap.org

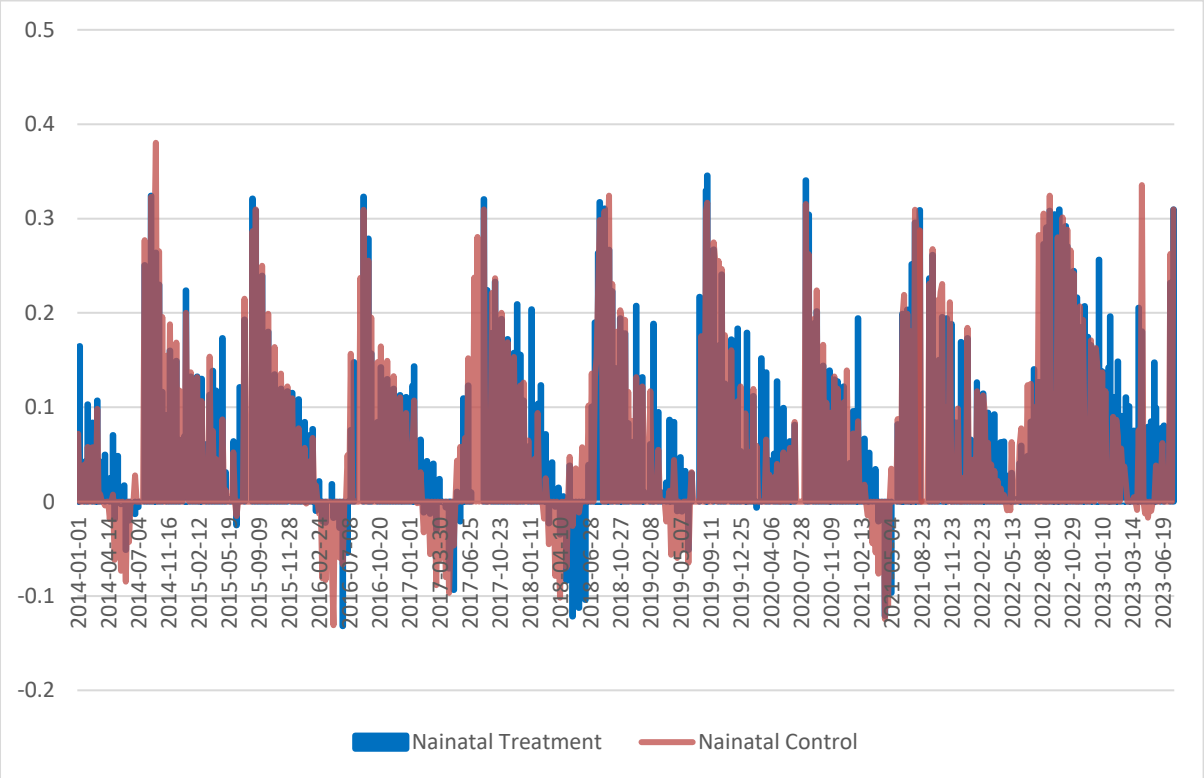
Figure 11
NDVI in Nainatal for treatment and control area (2014-2023)



Source: NDVI data retrieved from earthmap.org

In the treatment area in Nainatal, the NDVI is fairly comparable to the control area (see figure 11). The vegetation moisture, indicated by the NDWI, is slightly higher in the treatment area over the entire period assessed (see figure 12). From 2016 onward, in the second cropping season, we do see there is less water stress in the treatment area than in the control group area (both in its peak, as well as in the second cropping season).

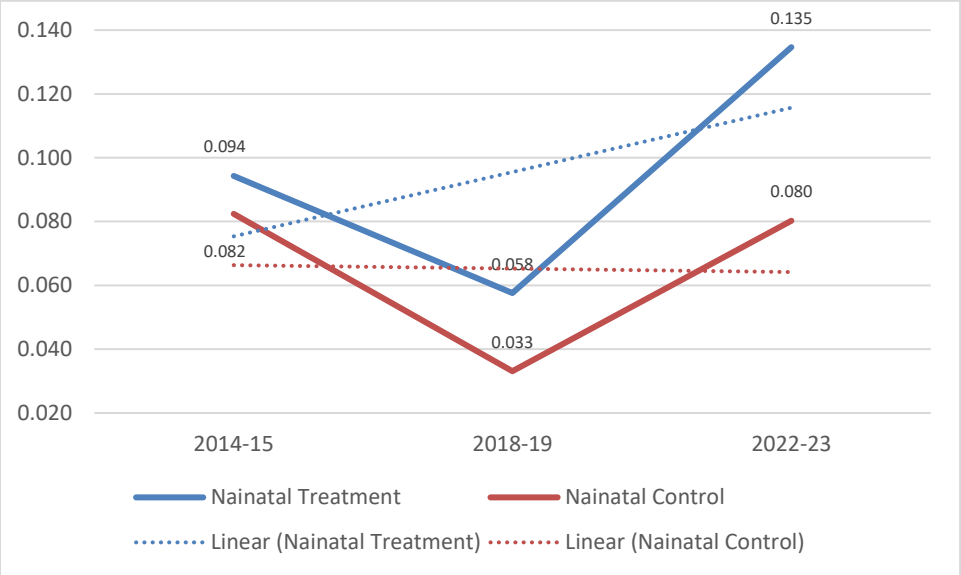
Figure 12
NDWI in Garhwal for treatment and control area (2014-2023)



Source: NDWI data retrieved from climateengine.org

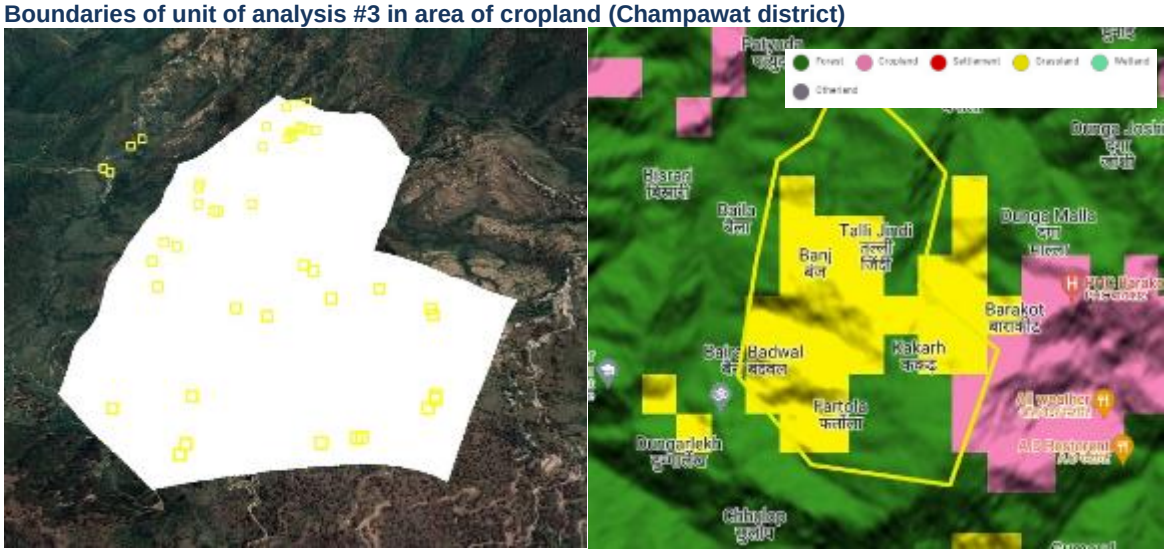
A calculation shows that the average NDWI in the second cropping season dipped in both treatment and control areas in the season 2018-2019, but increased in 2022-23 (figure 13). Compared to the control area, the NDWI of the treatment area is 15 per cent higher in 2014-15, 76 per cent higher in 2018-19, and 69 per cent higher in 2022-23. The trendline shows the increase of NDWI in the treatment area (44 per cent), compared to the slight decrease of NDWI in the control area (2.5 per cent).

Figure 13
Average NDWI in the second cropping season in Nainatal for treatment and control area



Source: NDWI data retrieved from climateengine.org

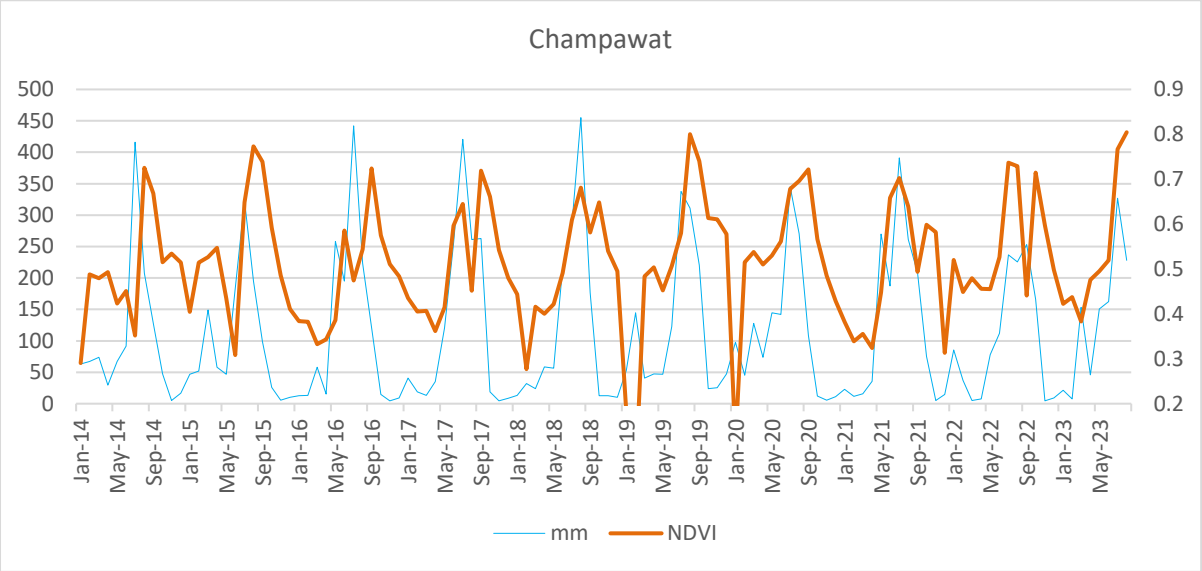
Figure 14
Boundaries of unit of analysis #3 in area of cropland (Champawat district)



Source: i) Google earth; and ii) earthmap.org

On the land in Champawat (figure 14) we see a much more erratic NDVI pattern as well as rainfall pattern than on the previous two lands. The erratic NDVI values seem to indicate there are multiple cropping peaks already from 2014 onward. Precipitation has decreased evenly after 2018, however this has not impacted the NDVI values.

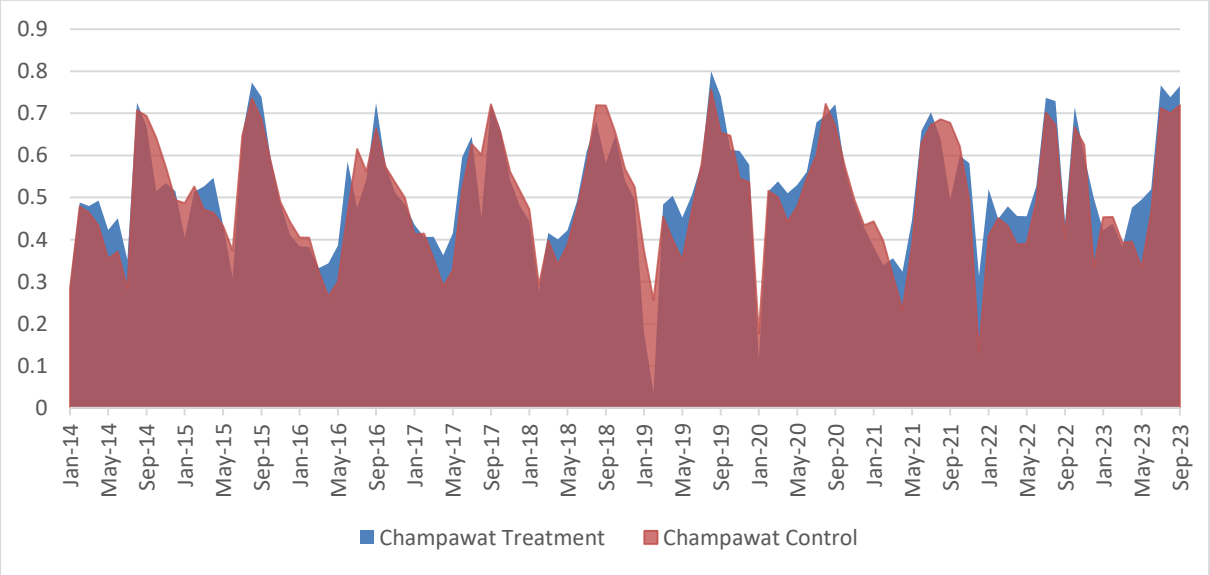
Figure 15
Monthly NDVI and precipitation trend (2014-2022)



Source: NDVI and CHIRPS data retrieved from earthmap.org

Compared to the control area, the NDVI score in the treatment area is consistenly slightly higher from October 2021 onward (see figure 16).

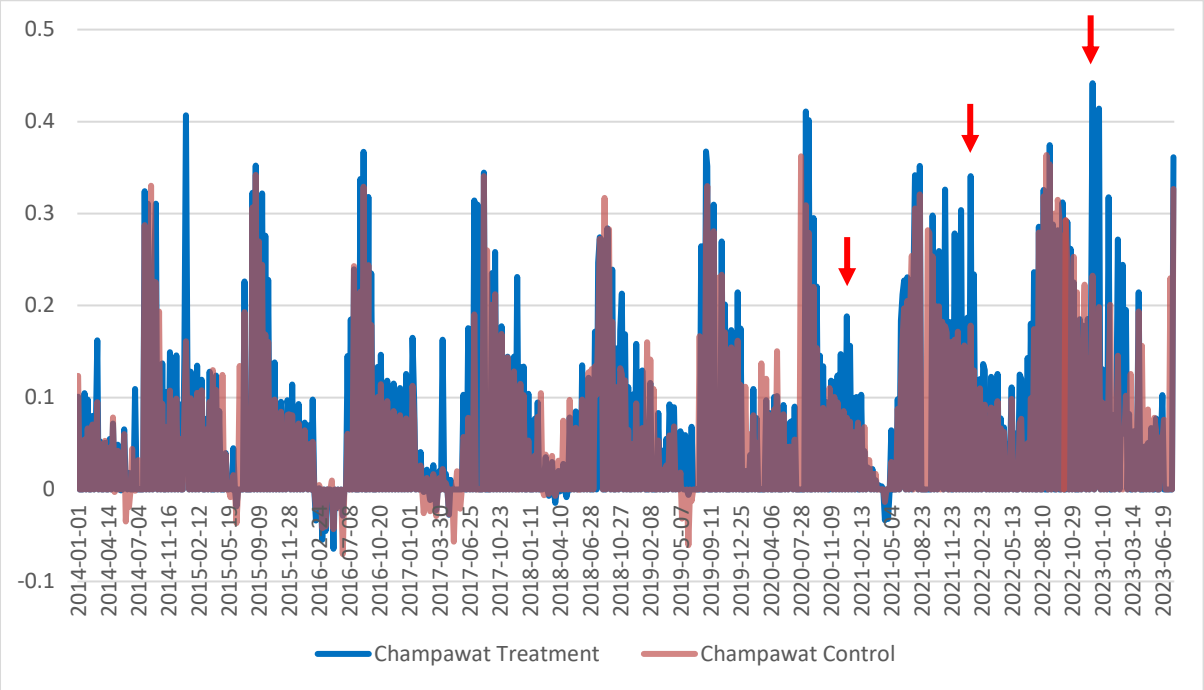
Figure 16
NDVI in Champawat for treatment and control area (2014-2023)



Source: NDVI data retrieved from earthmap.org

When we look at the NDWI values of the treatment and control area in Champawat, we see that the leaf moisture is consistently higher in the treatment area from July 2020 onwards, including especially vast decreases in water stress during the first cropping cycle in the final months of 2021 and 2022. Interestingly, in 2020 and 2021, while after the first peak in both control and treatment areas in July the NDWI is steadily decreasing, the NDWI in the treatment area picks up again in October, steeply increases and reaches a peak in December/January (see figure 17). This leads to an extra peak of NDWI in the treatment areas in the first cropping cycle. NDWI values of these peaks compared to the control area are considerably higher.

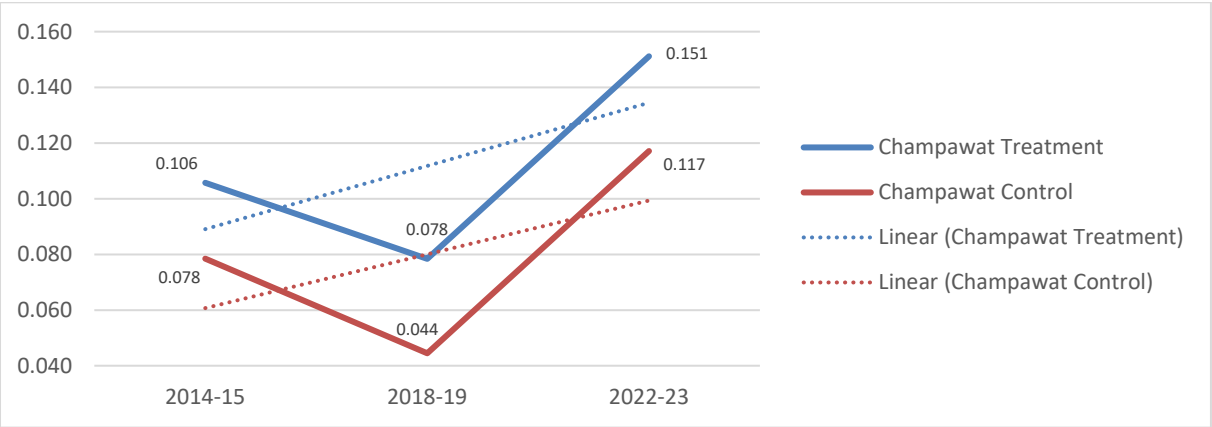
Figure 17
NDWI in Champawat for treatment and control area (2014-2023)



Source: NDWI data retrieved from climateengine.org

We also see an increase in NDWI in part of the second cropping cycle in the early months of 2022 and 2023. However, the average NDWI from 15 November to 15 June in the years 2014-15, 2028-19, and 2022-2023, go up in an even trend (figure 18).

Figure 18
Average NDWI in the second cropping season in Champawat for treatment and control area



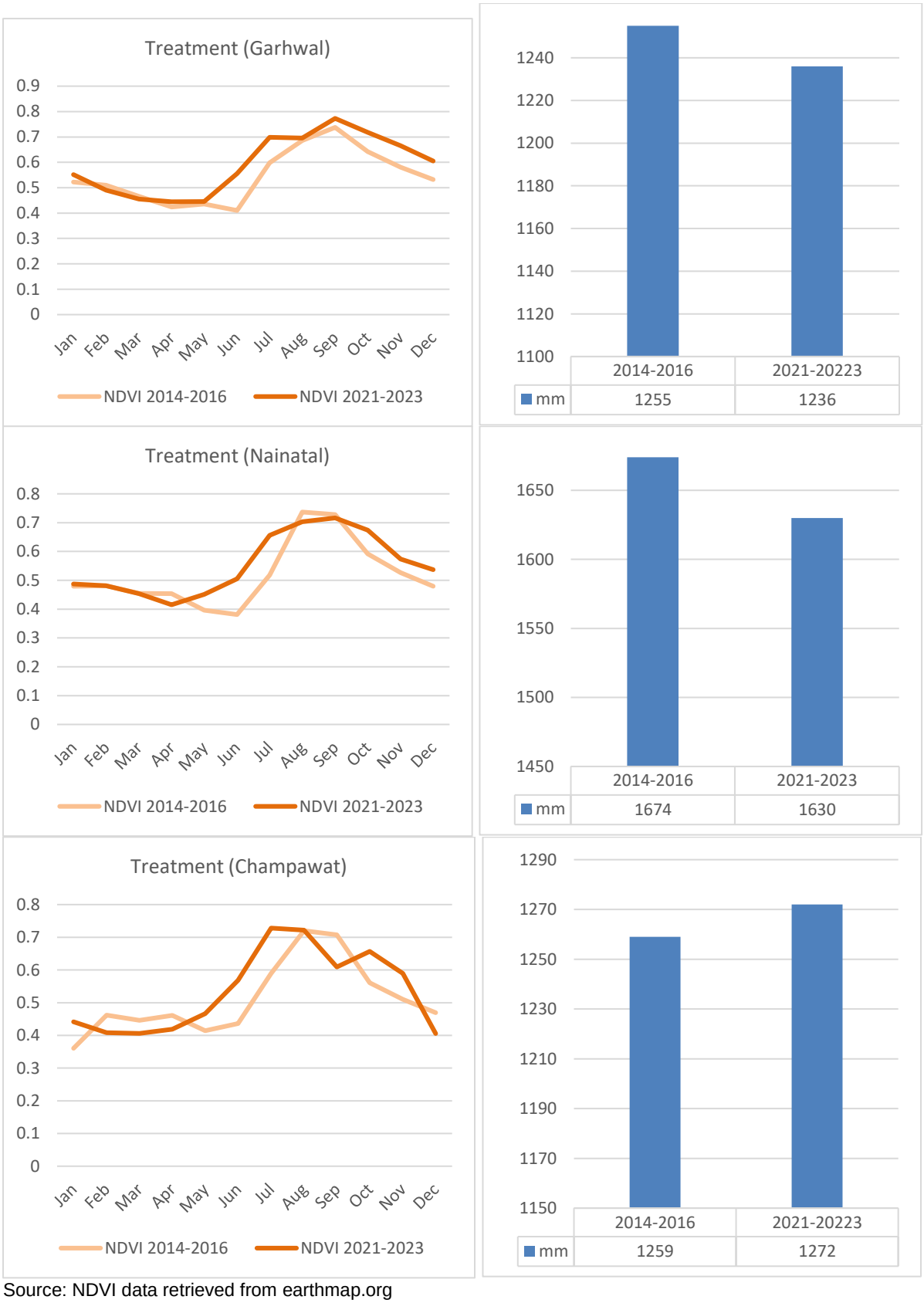
Source: NDWI data retrieved from climateengine.org

In the plots in figure 19, we see that the cropping peak of 2020-2023 starts earlier and is longer than in the years 2014-2016. This can be concluded to have minimal connection to precipitation, due to marginal increase (Champawat) or decrease (Garhwal and Nainatal) in rainfall on the lands in 2021-2023 compared to 2024-2016. On the land in Garhwal, we see that the cropping peak starts in May, instead of June, and the NDVI is higher all the way to January. It seems that there is no perceptible cropping change in the months February until May. On the land in Nainatal, we see that the cropping peak starts to ascend in April (instead of previously June), peaks in September (instead of previously August), and runs even again in January. The cropping peak is thus prolonged. On the land in Champawat, we similarly see a longer peak, starting in March

(instead of June), peaks in July, and then peaks again in October, after having slightly dipped in September.

Figure 19

Monthly average NDVIs (2014-2016, 2021-2023) in treatment areas

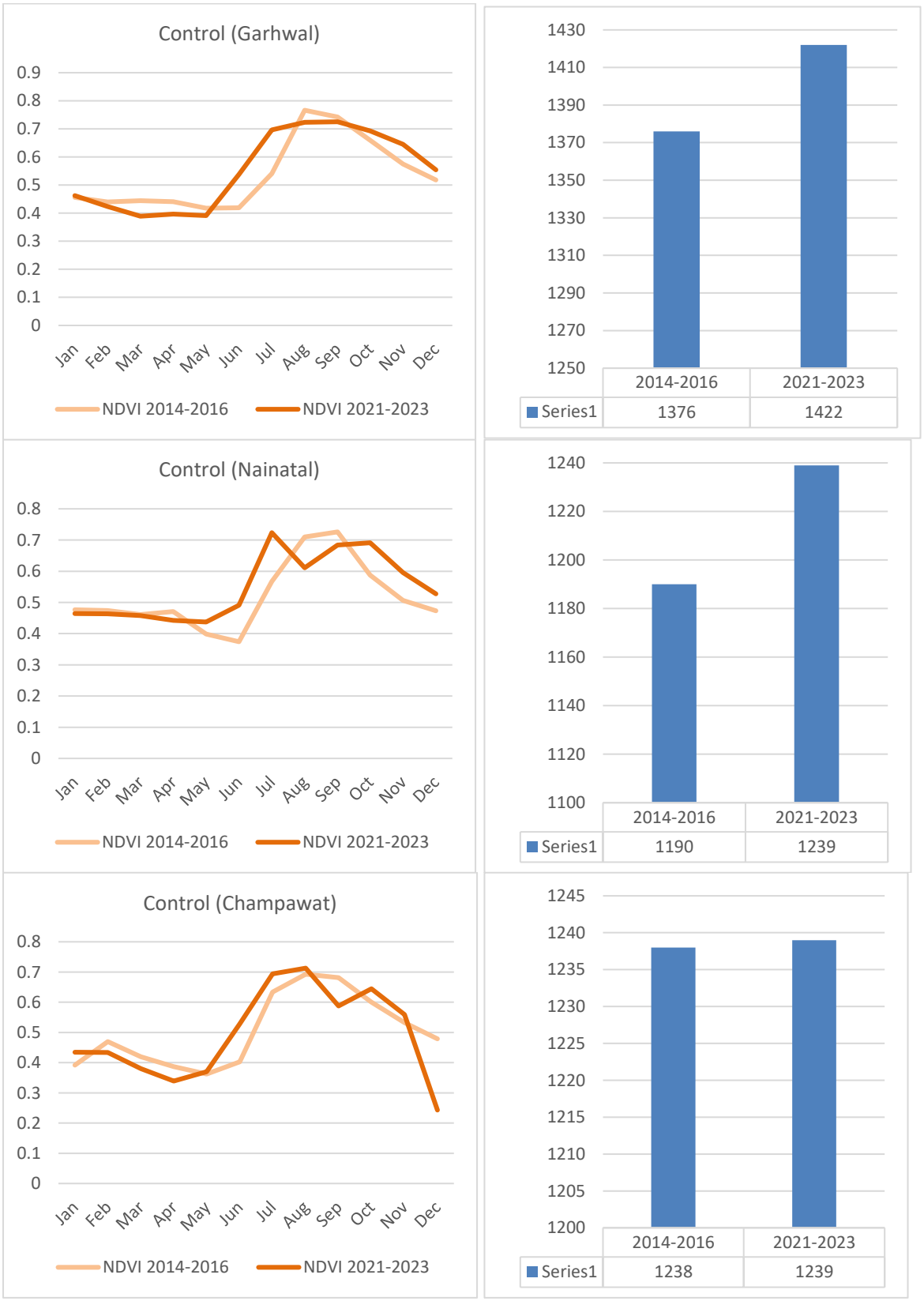


Source: NDVI data retrieved from earthmap.org

In the control areas, we see a similar trend as in the treatment areas. The NDVI peak is prolonged, and higher, than in 2014-2016 (figure 20).

Figure 20

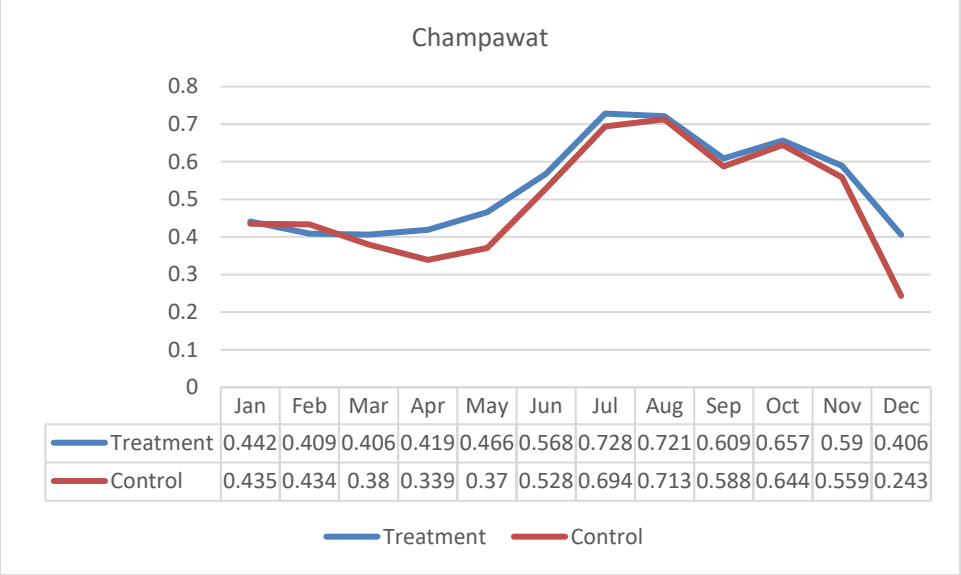
Monthly average NDVIs (2014-2016, 2021-2023) in control areas



Source: NDVI data retrieved from earthmap.org

However, when we overlay the control data with the treatment data (see figure 21), we see that in the treatment areas in districts Garhwal and Champawat the NDVI overall is slightly higher than in control areas. In both these treatment areas both the peak and the lowest point are higher than in the control areas. However, in Nainatal the results are more mixed, with more significant peaks and troughs in control areas. Overall, the evidence of the increase in cropping peaks in treatment areas is not strongly established in the presented visualizations.

Figure 21
Average monthly NDVI (2021-2023)



Source: NDVI data retrieved from earthmap.org

Conclusion

This exercise was an effort to use geospatial analysis to complement the more standard methodologies of the CSPE. In practice it was not possible to carry this out successfully in three of the four projects (FOCUS, LAMP and OPELIP) originally planned for, as the data provided was inadequate for a distance study of this kind.

In ILSP the study was carried out to confirm the findings of the ILSP PCR and field findings that had reported significant increases in soil moisture and enhanced agricultural land use as a result of project activities.

There were limitations – control data was not easily available, and was gathered using simplified methods without field truthing.

All in all, improvements are observed in the examined vegetation descriptors in the treatment areas following the start of the interventions. The NDVI is overall marginally higher in treatment areas than in control areas, including the peak and the lowest point. In Nainatal and Garhwal, the increase in NDWI in the treatment areas in the second cropping season is greater than in the control areas, which means water stress has notably decreased compared to the period before interventions, as well as compared to control areas. In Champawat, the NDWI in the second cropping season has also increased (43per cent) compared to the period before interventions, but the control area shows a similar trend over the years, even a slightly higher increase compared to 2014-15 (50per cent). The treatment area of Champawat, however, does show decreased levels of water stress in the first cropping season (from October to December/January), which develops in an inverse trend compared to the control area, from 2020 to 2023 (see figure 17).

Geospatial analysis is a useful tool for evaluations that would be particularly useful at project level, where it can be combined with field and qualitative data. However, it is also complex, as it relies on the provision of quality data by projects.

Mission itinerary

CSPE in-country field mission - Meetings in Delhi

Date	*Location*	*Activities*
13th May 2023	travel	Team members travel to Delhi
14th May 2023	UN House	Team members meet and work together
15th May 2023	UN House	Meeting with Department of Economic Affairs and ICO
16th May 2023	UN House	Work in team
16th May 2023	travel	Fly to Dehradun

CSPE in-country field mission in Uttarakhand state (mostly in two or three sub-teams)

Town/Village	*Projects*	*Activities*
17th May 2023 (Wednesday) - Dehradun district		
Dehradun (city)	ILSP/REAP	State Government and other stakeholders, including: Rural Development Department, UPASaC [Uttarakhand Parvatiya Aajeevika Sanvardhan Company]
Dehradun (city)	ILSP/REAP	Visit to UGVS [Uttarakhand Gramya Vikas Samiti] Project Office, Hilans operation
Ratard, Kalsi	ILSP/REAP	Livelihood collectives and SHGs, Devbhoomi & Matre Shakti
Katar, Bharamanov, Kalsi	ILSP/REAP	Livelihood collective/self-reliant cooperative
Travel		Overnight train to Hardwani
18th May 2023 (Thursday) – Naintal district		
Bhimtal	ILSP/REAP	Interaction with project district team and other stakeholders
Bhimtal block	ILSP/REAP	Bakery run by Kamal Cluster Federation
Bhimtal block	ILSP/REAP/ NRLM	REAP & NRLM members, Kamal Cluster Federation
Village Ghuna-Betal	ILSP/REAP	Shiv Shakti Livelihood Collective
Village-Reetha Pokhara Talla Ramgarh		Board of Director members of 5 different livelihood Collectives (ILSP, through the Watershed Management Directorate), Ramgarh at Block Office. Visit to Devbhhomi Livelihood Collective and Growth Centre supported by REAP. Visit to fields of two farmers in Betalghat and Ramghar benefitted by ILSP (e.g. irrigation, soil and water conservation activities, chain link fencing)
19th May 2023 (Friday) – Almora district		
Hawalbagh	ILSP/REAP	Pragati bakery & federation members
Dudhali Village, Daurghat block, Almora	ILSP/REAP	Livelihood collective federation meeting
Hawalbagh, Almora	REAP	Rural Business Incubator

Town/Village	*Projects*	*Activities*
Hawalbagh, Almora	ILSP/REAP	Pragati Bakery & Federation members
Hawalbagh, Almora	ILSP/REAP	Vikas Aajeeva Livelihood Collective agro enterprise
Matella Damas		Ujwal Self-Reliant Cooperative
	20th May 2023	
travel		Drive to Pant Nagar and flight to Delhi

CSPE in-country field mission in Meghalaya state

Town/Village	*Projects*	*Activities*
	21st May 2023 (Sunday)	
travel		Flight from Delhi to Guwahati, travel by road from Guwahti to Shillong
		Meeting with previous project staff (IFAD-funded North Eastern Region Community Resource Management Project for Upland Areas, completed in 2016)
	22nd May 2023 (Monday) – East Janitia Hills district	
Khliehriat	LAMP	Meeting with Deputy Commissioner, East Janitia Hills district
Jalyiah village, Khliehriat block	LAMP	Meeting with integrated village cooperative society (IVCS), Village Employment Council, producer groups, natural resource management (NRM) committee
Moolang village, Wapung block	LAMP	Meeting at Moolang Village – Iengskhem IVCS, Village Employment Council; visit to integrated NRM activity (reservoir), collective marketing centre
	23rd May 2023 (Tuesday) – East Khasi Hills district	
Nongduh, Shella Bholagani block	LAMP	Meeting with Nongdu IVCS, producer groups, various committees NRM activities (trenches, water tank). jackfruit processing equipment, farm machinery, mini ATM (linked to cooperative bank)
Laittyra village, Shella Bholagani block	LAMP	Meeting with Laittyra IVCS, producer groups, various committees
Kyrdemkhla, Laitkroh Khatarshnong block	LAMP	Meeting with Kyrrdemkhala IVCS, producer groups, various committees Visit to potato seed farm (collaboration with the International Potato Centre)
	24th May 2023 (Wednesday) – Shillong (city)	
Shillong	LAMP	Meeting with LAMP PMU staff, Shillong District Soil & Water Conservation Department, International Potato Centre representative
Travel		Travel from Shillong to Guwahati

CSPE in-country field mission in Mizoram state

Town/Village	*Projects*	*Activities*
	25th May 2023 (Thursday)	
travel		flight from Guwahati to Aizwal, Mizoram
Aizwal (city)	FOCUS	Meeting with Agriculture Department staff, FOCUS project team, State Rural Livelihoods Mission
	26th May 2023 (Friday) – Mamit district	
Dampui village	FOCUS	Meeting with ex jhum farmers, farmer interest groups (e.g. chilli, orchard) and visit log wood bunding
Mamit II village	FOCUS	producer groups, boar semen station, brooding unit, check dam, integrated farming systems area, link road,
	27th May 2023 (Saturday) – Serchip district	
Khumtung village	FOCUS	farmer interest groups & farmer producer organisation, banana cultivation (ex-jhum farmers)
New Serchip village	FOCUS	Meeting with backyard poultry farmers
Serchip	FOCUS	Foods Myco Lab (mushroom spawn and mushroom production – supported by the Innovation Fund under FOCUS)
Mat River Valley	FOCUS	Meeting with vegetable growers (farmer interest group - Landless); elevated water tank
	28th May 2023 (Sunday)	
Travel		Fly from Aizwal to Mumbai via Kolkata

CSPE in-country field mission in Odisha state

Town/Village	*Projects*	*Activities*
	21st May 2023 (Sunday)	
travel		Flight Delhi-Bhubaneshwar & overnight train to Rayagada
	22nd May 2023 (Monday)	
Rayagada		drive Rayagada to Chatikona District
Chatikona	OPELIP	Meeting with micro project agency DKDA Chatikona
Khambesi Village		travel to Khambesi PVTG Village
	OPELIP	Split up for meetings with range of OPELIP beneficiaries e.g. SHGs, Farmer groups, village development committee members, Creche
Khajuri Village		travel to Khajuri PVTG Village
Khajuri Village	OPELIP	Split up for meetings with range of OPELIP beneficiaries e.g. SHGs, Farmer groups, village development committee members, Creche
Rayagada		travel to Rayagada
Rayagada		Meeting with District Development Manager, NABARD
	23rd May 2023 (Tuesday)	
Sanyasiguda Village		travel to Sanyasiguda Village (ST – not PVTG)
Sanyasiguda Village	OPELIP	Split up for meetings with range of OPELIP beneficiaries e.g. SHGs, Farmer groups, village development committee members
		travel to Souraguda Village (ST – not PVTG)
Souraguda Village	OPELIP	Split up for meetings with range of OPELIP beneficiaries

Town/Village	*Projects*	*Activities*
		e.g. SHGs, Farmer groups, village development committee members, paravet, poultry producers
Chatikona		travel to Micro-Project Agency Office, Chatikona
	OPELIP	Meet with three Village Panchayat members
Chatikona	OPELIP	Meet with block level Odisha Livelihoods Mission/NRLM staff
		travel to Rayagada
travel		Overnight train Rayagada – Bhubaneshwar
	24th May 2023 (Wednesday)	
Bhubaneshwar	OPELIP	Meetings with OPELIP PMU staff
Travel		Overnight train Bhubaneshwar-Ranchi

CSPE in-country field mission in Jharkhand state

Town/Village	*Projects*	*Activities*
	25th May 2023 (Thursday)	
Ranchi	JTELP/JTDS	Meeting with Jharkhand Tribal Development Society staff Presentation of project activities
Ranchi	JTELP/JTDS	Meeting with Service providers/facilitating NGOs Jan Jagran Kendra Mahila Jagriti Samiti PRADHAN Veterinarian from Heifer International
Ranchi	JTELP/JTDS	Visit to Rama Krishna Mission (facilitating NGO)
	26th May 2023 (Friday)	
Dholadih village, Rachnagar	JTELP/JTDS	Travel to Dholadih village Split up for meetings with range of JTELP beneficiaries e.g. SHGs, Youth Groups, Paravets Discussions with JTELP District team
Jhaliaphosi village, Saraikela	JTELP/JTDS	Travel to Jhaliaphosi village Split up for meetings with range of JTELP beneficiaries eg. SHGs, Gram Sabha Project Execution Committee, NRM Groups, Farmer groups, Paravets, visit to irrigation
		Return to Ranchi
	27th May 2023 (Saturday)	
Chalho village, Kairo	JTELP/JTDS	Travel to Chalho village Split up for meetings with range of JTELP beneficiaries eg. SHGs, Gram Sabha Project Execution Committee, farmer groups, Paravets, poultry farmers, visit to irrigation & NRM activities Discussions with JTDS district team
Kachmani village, Bhandra	JTELP/JTDS	Travel to Kachmani village Meeting with members and management team of Farmer Service Centre, SHGs and Gram Sabah Project Execution Committee
		Return to Ranchi
	28th May 2023 (Sunday)	
Travel		Flight Ranchi - Mumbai

CSPE in-country field mission in Maharashtra state (Mumbai and south)

Town/Village	*Projects*	*Activities*
	29th May 2023 (Monday)	
Mumbai	MAVIM – Tejaswini/Nav Tejaswini	Meetings with the team of MAVIM, and District Officers from Pune and Nashik
	30th May 2023 (Tuesday)	
travel		flight from Mumbai - Kolhapur
Kolhapur	MAVIM – Tejaswini/Nav Tejaswini	District presentation MAVIM Kolhapur staff
Balinga		drive to Balinga village
Balinga	MAVIM – Tejaswini/Nav Tejaswini	Meeting with Asmita community-managed resource centre – presentation & discussion of business plan and prospects
Koge		drive to Koge Village
Koge	MAVIM – Tejaswini/Nav Tejaswini	Meeting with Village Organisation and SHGs, male activists
travel		drive back to Kolhapur city
	31st May 2023 (Wednesday)	
Kolhapur	MAVIM – Tejaswini/Nav Tejaswini	Meeting with the line departments and bank representatives of Kolhapur
Kudire		drive to Kudire village
Kudire	MAVIM – Tejaswini/Nav Tejaswini	Meeting with micro livelihoods plan group
Kudire	MAVIM – Tejaswini/Nav Tejaswini	Visit to two individual entrepreneurs & staff/family members (floriculture & dairy)
Sangli		drive to Sangli
Sangli	MAVIM – Tejaswini/Nav Tejaswini	Meeting with bank representatives of Sangli
Sangli	MAVIM – Tejaswini/Nav Tejaswini	District presentation MAVIM Sangli staff
	1st June 2023 (Thursday)	
Shirala		drive to Shirala
Shirala	MAVIM – Tejaswini/Nav Tejaswini	Meeting with community-managed resource centre – presentation of their activities & business plan Meeting with SC SHG members
Shirala	MAVIM – Tejaswini/Nav Tejaswini	Meeting with Prachiti Dairy Cooperative - management
Pune	MAVIM – Tejaswini/Nav Tejaswini	travel to Pune – visit to an individual entrepreneur in roadside kiosk flight to Mumbai

CSPE in-country field mission in Maharashtra state (Mumbai and east)

Town/Village	*Projects*	*Activities*
	29th May 2023 (Monday)	
Mumbai	MAVIM – Tejaswini/Nav Tejaswini	Meetings with the team of MAVIM, and District Officers from Pune and Nashik
Travel		Flight from Mumbai to Nagpur
	30th May 2023 (Tuesday) – Yavatmal district	
Travel		travel to Yavatmal
Yavatmal	MAVIM – Tejaswini/Nav Tejaswini	Visit to MAVIM Dist. Office Yavatmal – presentation of district activities
Yavatmal	MAVIM – Tejaswini/Nav Tejaswini	Meeting with community-managed resource centre Yavatmal
Akolabajar	MAVIM/Tejaswini	Meeting with KSK Centre Akolabajar and discussions with farmers
Yavatmal		travel to Yavatmal
	31st May 2023 (Wednesday) – Yavatmal and Amravati districts	
Travel		travel to Ner
Ner, Yavatmal district	MAVIM/Tejaswini	Visit to community-managed resource centre in Ner, and Dahl mill – and discussion with farmers
Loni, Amravati district	CAIM	visit to Vimalatai Panjabrao Deshmukh community-managed resource centre supported under CAIM
Loni, Amrawati district	CAIM	Visit a farm pond and cotton field
Amrawati	MAVIM – Tejaswini/Nav Tejaswini	meeting with district staff and presentation of MAVIM activities
Amravati (town)	Tejaswini/Nav Tejaswini	Meeting with MAVIM district staff, line department staff, banks, NGOs and partners
	1st June 2023 (Thursday) – Amravati district and Nagpur	
Amravati (town)	CAIM	Meeting with ex CAIM staff
Dhamangaon, Amravati district	MAVIM – Tejaswini/Nav Tejaswini	meet with Dhamanoan community-managed resource centre executive body, MAVIM Mitra Mandal, SHG members, ILO trainers
Dhamangaon, Amravati district	MAVIM – Tejaswini/Nav Tejaswini	Visit to Better Life Farming Centre (KSK)
Nimbhora Raj, Amravati district	MAVIM – Tejaswini/Nav Tejaswini	Meetings with SHGs and Village Organization
Nagphur		Meeting with former CAIM project director
	2nd June 2023 (Friday)	
Travel		flight from Nagphur to Delhi

CSPE in-country field mission - Meetings in Delhi 2nd – 6th June

Location	Organization	Activities
	2nd June 2023 (Friday)	
UN House	IFAD	Debriefing of team
		Meetings with IFAD ICO staff
		Meeting with IFAD consultant (BMZ-supported initiative on agroecology)
	3rd June 2023 (Saturday)	
		Team members working alone
	4th June 2023 (Sunday)	
	UN House	Internal team meeting
	5th June, 2023 (Monday)	
Min Rural Develt		Meeting with Ministry of Rural Development
UN House		Meeting with IFAD consultant (Gender Transformative Mechanism)
UN House		Internal team meeting
	6th June 2023 (Tuesday)	
UN House		Internal team meeting
UN House		Meeting with the IFAD Country Director
UN House	IFAD ICO, DEA, MoAgr	Wrap-up meeting
	7th & 8th June - Departure of the mission members	

List of key persons met

Government - central level

Shailesh Kumar Singh, Secretary Rural Development, Ministry of Rural Development
Charanjit Singh, Additional Secretary, Ministry of Rural Development
Neetha Kejriwal, Joint Secretary, Ministry of Rural Development
Nivedida Nita, Deputy Joint Secretary, Ministry of Rural Development
Prasanna V Salian, Director (Multilateral Institutions), Department of Economic Affairs, Ministry of Finance. India's Director in the IFAD Executive Board
Naveen Motla, Section Officer, Multilateral Institutions, Department of Economic Affairs, Ministry of Finance

State government and project stakeholders [1]

Uttarakhand (ILSP/REAP)

Nitika Khandelwal, IAS, Project Director, REAP
M.S. Yadav, Deputy Director, HR & Training, REAP
Rais Ahmed, Manager-Institutions & Social Inclusion, REAP
Vinay K. Gunwant, Manager, M&E, REAP
Ankit Bandari, Procurement Officer, REAP
Vikas Sharma, AM Procurement, REAP
Rais Ahmed, Manager- Institutions & Social Inclusion, REAP
Hravei David, GEWE and Community institutions
Zedino Zango, Manager, Planning & M&E
D.S. Rawat, Deputy Director Planning, watershed management, Watershed Management Department
Subhash Chandra Tripathi, Additional Statistical Officer, Watershed Management Department
Vikas Vasta, GIS Specialist, Watershed Management Department
Parmesh Khanduri, GIS Specialist, Watershed Management Department
Meenakshi Sundaram, Secretary, Government of Uttarakhand
Manisha Pawar, Additional Chief Secretary, Government of Uttarakhand
Godizal, Consultant (Uttarakhand Parvatiya Aajeevika Sanvardhan Company, UPASaC)
D.P. Gairola, Manager- Finance & Administration, UPASaC
Sanjay Saxena, Manager, Agri-Horticulture- REAP
Bipin Negi, Manager, MIS
Bhupendra Chouhan, Additional Director- GRASS-NGO
Gopal Singh Chowhan, President- GRASS
D.K.Bhatt, Suvidha- NGO
Mansingh, UPASaC
Ajay Singh, Proj Dir- District Rural Development Agency
Shilpy Pant, Deputy Project Director, Uttarakhand Rural Livelihood Mission
Atul Chamoli, Assistant Manager- Sales REAP
Manmohan Chandra Tiwari, Assistant Manager- Value Chain REAP
Bhaskar Chandra Joshi, Assistant Manager Livelihood REAP
Avinash Pandey, Assistant Manager Institution & Inclusion, REAP
Pradeep Samuel, Assistant Manager Accounts
Suresh Mathpal

[1] People met both virtually and in-person during field visits. See the mission itinerary (annex VII) for organizations and groups of project participants met.

Geetha Joshi, Assistant Manager Monitoring & Evaluation
Dolly Bisht, REAP Block M&E
Praveen Singh, Animal Husbandry Officer
Sandeep Singh, Assistant Manager, Institutions and Inclusion
Indira Adihkari, Assistant Manager, Sales & Marketing
Poonam, Field coordinator

Mizoram (FOCUS)
Lalhmingmuana, Deputy Director (Agriculture), FOCUS Mizoram
Lalthanpuia, Manager (M&E), FOCUS Mizoram
David Golianpianga, Procurement Officer, FOCUS Mizoram
Ruatpuil, Accounts Officer, FOCUS Mizoram
R. Vanlalruati (Ruati), GEWE and Community institutions
R. Lalnunzira, State Programme Director
James Lalsiamhana, Director Agriculture
H. Lalchhandami, Chief Executive Officer, Mizoram State Rural Livelihoods Mission
Lalmalsawma, Joint Director, Agriculture Department
C. Zarzokima, Joint Director (planning & monitoring), Veterinary
Lalrotluanga Sailo, Deputy Director, Veterinary
Vanlalmeanpuia Changte, Joint Director
C.H. Lalmmedupnia, Director, Horticulture
T. Vanlalttana, Joint Director, Horticulture
Rosy Lalmuansangi Hmar, Deputy Director, Land Resources & Water Conservation
Maria Hmangaihjuali, Joint Director, Horticulture
Tlau Zoramzaura, Manager, Knowledge Management
Jedid Lalnundganga Keivom, Technical Expert Rural Development Department
Linda Larinpari Sailo, Deputy Manager, Management Information System, PMU
Lalruatpuii, Finance Officer PMU
Lallawmzvali, Technical Officer, Agriculture, PMU
Liansangzuala, Technical Officer, Soil PMU
Laldintluanga, Technical Officer Horticulture, PMU
T. Vanlalzara, Junior Engineer PMU
Ricky Malsawmtlunga, Technical Assistant PMU
H.Lalruatfela, Technical Officer Animal Husbandry & Veterinary
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Lalremmanria, District Assistant Manager, Mamit district
Isaac Vanlapeka, District Assistant Manager – Finance, Mamit district
Thangmanuia, Technical Officer Horticulture
Laltruaizeli, Technical Officer Agriculture
Saidingliana, Technical Officer Soil
Freddy Vanlalrueta, Junior Engineer
Malsememkima Pachuan, Animal Husbandry
David Larthlemuana, Manager Boar Semen station
K. Laltlanmawia, District Project Manager, Serchip district
Dominic Lalremsiama, District Assistant Manager Planning, Serhip
James Zosangliana, District Assistant Manager Finance, Serchip
Lianthuampuia, Technical officer Horticulture
Lalhruaitluangi, Technical officer Soul
Lalrinhlua, Junior Engineer

Malsawmtluangi, Circle Staff - Soil
Lalhumhimi Salio, Circle Staff- Horticulture

Nagaland (FOCUS)
Rampaukai, Deputy State Project Director, FOCUS Nagaland
Hraveine David, Manager-Gender & Community Institution, FOCUS Nagaland
Kedino Zamgo, Manager-Planning M&E, FOCUS Nagaland
Rukuosirtuo Kuotsu, Manager-Knowledge Management, FOCUS Nagaland

Jharkhand (JTELP)
Ashish Anand, Additional Project Director
Rakesh Kumar., Manager Finance & Administration
Atonu Sen, Income generation & Livelihoods Lead
Ranjana Topno, Manager-Community Institutions & Gender
Julitha Thithio, Manager-Convergence
Madhulika, Knowledge Management/Documentation Officer
Sanjay Kumar Singh, Livelihood development
Mahi Ram Mahato, Director
Swami Bhaveshananda, Secretary
Vikas Kumar Mahato, Junior Engineer
Rajesh Kumar, Plant Protection
Chandereshwar Prasad, Acting Director (In-charge) M
Atonu Sen, Specialist Income generation & Livelihood
Ranjana Topono, Manager Community Institutions & Gender
Sudhir Kujur, Admin Officer
Ved Prakash Srivastava, District Project Manager In charge
Neeraj Kumar, Accountant
Kavita Kumari, Planning Monitoring & Evaluation Officer
Jane Sindhu Dang, Natural Resource Management Officer
Ankesh Narayan, S/W Development officer
Dilip Kumar Singh, Data Officer
Julita Thithio, Manager Convergence I/c
Sankar Giri, Data entry Operator
B.V.S. Sharma, Fin & Admin Officer JTDS
Komal Tirkey, NRMO
Sushajita Roy, PM & ED West Singhbum
Pankaj Kumar Singh, Fin & Admin officer
Rustum Ansari, District Program Manager (DPM)
Niraj Nayan, DPM S/C
P. Ramakrishna Rao, Accountant DPMU SIC
Anita Celine Bara, Data entry operator

Meghalaya (LAMP)
Vijay Kumar, Commissioner, Planning Secretary, Project Director
Augustus Suting, Deputy Project Manager
Wankit Swer, General Manager, Knowledge Management
Lari Kupar Lyngdoh, Rural Finance
Batdor Syiem, Knowledge Management
Banilin Pathaw, Natural Resources Management

Mary Sukhlain, M&E Officer
Debashish Rudra, CFO
Naphisha Kharkongor, Manager, Gender
Fabian Malang, Integrated Natural Resource Management and Climate Change Expert
Bronia Mrong Marak, Knowledge Management
Ram Mohan Mishra, Executive Chairman State Investment Promotion (former Secretary, Ministry of Women and Children Development), Government of Meghalaya
A. Baranwal, Deputy Commissioner, East Jaintia Hills district
Hunlang Blah, LAMP District Programme Manager, East Jaintia Hills district
Prabha Diengdoh, Manager Guidance & Facilitation
Rimieka Malang, Integrated Village Cooperative Society (IVCS) mobiliser
Leikij Sayoo, Integrated Natural Resource Management (INRM)
Pynhunlang War, Supervision & facilitation
Kyntieuman Tyngkam, Producer Group Formation
Emeilana Marwein, Technical support INRM
Hamlgh Lyngdoh, IVCS mobiliser credit linkage
Gideon Darnei, IVCS mobiliser
Sanbinlang Raliang, M&E and documentation
Bala Rympei, Deputy Manager, District Programme Management Unit (DPMU)
Mefrine Mauethoh, Programme Associate
Ivan Marbaniang, LAMP District Programme Manager, East Khasi Hills district
Fabian Malang, Senior Manger, State Programme Management Unit
Shridhar Rao, Project Manager, International Potato Centre
Dorette G. Manners, Data Analyst M&E
Garnette M Larkiang, Senior Manager, Inclusive Supply Chain & Enterprise Development
Caney S. Nongrum, Assistant Manager Integrated Natural Resources Management
Sucielia Mylliemngap, Assistant General Manager, Human Resources
Banilyn Pathaw, Senior Manager, Integrated Natural Resource Management
Mewada Chen, Knowledge Management
W. Kharkongor, District Soil & Water Conservation Department
Saurabh Bose, Senior Manager Inclusive Supply Chain & Enterprise Development

Odisha (OPELIP)
Shri P. Arthanari, Programme Director
Tofan Kumar Jena, Manager, MIS, M&E
Goutham Kumar Mohanty, Programme Officer, Community Institutions & Rural Finance
Kamakhi Prasad Padhy, Senior Engineer
Monalisa Mohanty, Veterinary Officer
Kamalakanta Swain, Procurement Officer
Kalyani Mishra, M&E Officer in charge
Rashmi Ranjan Barik, NRM Officer
Sudarsana Pandhy, Project Manager DKDA
Nigamanda Sahoo, Junior Engineer (JE), MPA, DKDA
Deepak Kumar Sahoo, Secretary, AKSSUS
Debajyoti Jena, Junior Agriculture Officer
Bichitha Nohar Dash, JE, AKSSUS
T. Satyanaryana, Accountant, AKSSUS, Facilitating NGO
Santosh Kumat Patike, Violence Against Women (VAW), AKSSUS
Satya Saran Nanda, Social Mobiliser, DKDA, Chatikona

Hemant Kumar Ratanalu, Shakti Organiser, Chatikona
Sachin Kumar Meher, VAW, AKSSUS
Abhishek Mishra, VAW. Muniguda
Ramakrishna Mishra, Tech Person for Forest Rights Act (FRA)& Land
Suprem Jakasika, Gram Panchayat Nutrition Assistant - DRDA
Kameshwar Adongaka, Gram Panchyat Nutrition Assistant DRDA
Namita Sahoo, Nutrition Coordinator DRDA
Swarupa Patnaik, Community Institution officer DRDA
Yudhisthir Nayak, Livelihood & Rural Finance Shakti
Tapan Kumar Nayak, Livelihood and Rural finance officer cum team leader AKSSUS
Bhasker Sahoo, Income generation Activity Expert
K.P. Pahy, Senior Engineer PMU
Subandami Inackle, Sarpanch Kurili
Chanchala Wadaka, Sarpanch, Chanchanagada
Jaya Kadraka, Sarpanch Daliakuji
Manoranjan Nayak, Deputy Program Director
Gautam Kumar Mohanty, Program Officer (CIRF) PMV
Dipti Ranjan Gantayat, Program Officer CB, Gender & Nutrition
Subrat Achary, Manager
Toofan Kumar Jena, Manager, MIS-M&E
Swagata Laxmi Tarafdar, Program Coord Nutrition
Panchanan Barik, Manager Fin
Kamalkant Swain, Procurement Officer
Bijaya Kumar Nayak, Marketing Expert
Bhaskar Chandra Sahoo, Knowledge Managment Expert

Maharashtra (Tejaswini/ Nav Tejaswini)

Indu Jakhar, Managing Director MAVIM
Kusum Balsaraf, General Manager Programme, MAVIM/Nav Tejaswini
Rakhi Mirashi, Chief Accountant and Finance Officer, MAVIM/Nav Tejaswini
Mahesh Kokare, Deputy Manager Microfinance, Livelihoods and MIS in charge, MAVIM/Nav Tejaswini
Gauri Donde, Manager Grassroots Institutional Building and Gender, MAVIM/Nav Tejaswini
Rupa Mistry, Manager, M&E and Enterprise Development, Livelihoods & Income Generation Lead, MAVIM/Nav Tejaswini
Mahendra Gamare, Manager, Knowledge management, Procurement and Establishment, MAVIM/Nav Tejaswini
Ravindra Sawant, General Manager Finance, MAVIM/Nav Tejaswini
Vichya Dalcetroy Buradkor, Entrepreneur supported by Tejaswini - flower producer
Geetanjali Namdev Turaskar, Entrepreneur supported by Tejaswini - dairy production
Lata Pradeep Jadhav, Entrepreneur supported by Tejaswini - kiosk
Jadhav, Managing Director, Parchiti Dairy Coop
Naikwade Bapu, Former Managing Director, Parchiti Dairy Coop
Ravindra Thakare, Additional Tribal Commissioner (former CAIM Project Director)
Sarita Rout, IFAD consultant, Gender Transformative Mechanism project
Shital Lad, Development Officer
Sanjay Gaikwad, District Coord Officer - Nasik
Archana Kshirsager, Senior District Coordination Officer - Pune
Raju Ingle, RRP

Ranjan Wankhede, Senior District Coordinating Officer, Yavatmal
Shailendra Jiddewar, AO
Anant L. Khetre, ADCO
Meenakashi Shende, AMO
S.M. Kalmegh, District Planning Officer
NU Zombade, Project Officer- HCLF- Tisser
Vaibhav Ramesh Rao Armal, Project Assistant Women's Studies Centre, Gadge Baba University
G.B. Sangale, Manager, Zilla Udyog Kendra
Kiran K Chandrapure, Assistant Project Officer, Upper Aayukt Adivasi Vikas Kendra
Sudhir Jirapure, Animal Husbandry Officer
Bhusan Dahikar, Secretary-KVIB
Naresh. G. Deshmukh, Director- Goat Bank of Karkheda
Arjuan V Bhusari, District Coordinating Officer, Bank of Maharashtra
Vilas Bachne, Regional Resource Person
Sachin Kamble, District Coordinator
Vinayak Kulkarni, Accounts Officer
Umesh Lingnurkar, Assistant Monitoring officer
Vijay Katarki, Accounts Assistant
Sarika Jadhav, MIS consultant
Dr Subash Gule, Dy General Manager MSAMB
Ashotosh. V. Jadhav, AGM- NABARD
Ganesh Godse, LDM- Lead Bank
Salim D, Patankar, District Manager, MSRLM
Vidyasagar Gedam, Agronomist, RS &JRS
Pratik Gomugade, ABME, MSAMB
Shilpa Patil, Deputy Chief Executive Officer, Mahila Bal Kalyan office
Sagar. C. Mohite, ICICI Bank
Kishor M Patil, District Coord Bank of Maharashtra
Ajay. V. Kurune, Animal Husbandry Department
Jaywant Jagtap, Head Krishi Vigyan Kendra
Ravindra G. Pathak, Rep Govt Agriculture Department
Sushma Desai, Project Director, National Rural Livelihoods Mission
Audumbar Babaso Sawant, Officer, Bank of Baroda (credit) Miraj
Rajendra Jadhav, SM ICICI Bank
Sunil More, RHS ICICI- Pune
Amol Kole, Branch Head Miraj
Omkar Barne, District Coord Sangli
Tejesh Jadhav, LDM- Officer, Bank of India
Sourabh Deshmukh, Senior Manager Bank of India
Kalpesh, ADLO- MAVIM
Kundan Shingare, District Coord MAVIM- Sangli
Pavan Kulkarni, Accounts Officer MAVIM- Sangli
Dhanaraj Accounts Assistant MAVIM
Vinayak Kumbhar, Livelihood Consultant

Other states and projects (only virtual meetings)

Chenthil Kumar Chellan Leelabai, Tamil Nadu Coastal Sustainable Livelihoods Society (former PTSLP project staff), Tamil Nadu

Chandan Tripathi, Project Director, CHIRAAG, Chhattisgarh

Bala Subramanyam, ex Chief Operating Officer, APDMP - now Joint Director, Department of Agriculture, Andhra Pradesh, Department of Agriculture, Andhra Pradesh

K M Noordeen, former project director In-Charge, MPOWER (until MTR) - now Rural Development Department, Jodhpur, Department Rural Development, Rajasthan

Brij Kishore Diwedi, Deputy Director MPOWER after MTR (3 years from 2015) – from Agriculture Department (currently Joint Director Agriculture, Jodhpur), Department Agriculture, Rajasthan

International and donor institutions

Shombi Sharp, United Nations Resident Coordinator, India

Radhika Kaul Batra, Chief of Staff, UNRC's office, India

Konda Chavva, Officer-in-Charge, FAO-India

Eric Kenefick, Deputy Country Director, WFP-India

Parvinder Singh, Head-Communication Unit, WFP – India

Maria Kato, In charge of agricultural sector, JICA

Anurag Sinha, Agriculture/forestry team, JICA

Iftikhar Mostafa, Senior Agriculture Economist, Agriculture and Food Practice Group, South Asia Region, World Bank (Washington DC)

Raj Ganguly, Senior Agribusiness Specialist, World Bank (India) (Task Team Leader, CHIRAAG)

Kiritiman Awasthi, Senior Policy Advisor- CCA & Climate Finance & Team Leader- Climate Adaptation & Finance in Rural India, GIZ

Rajesh Yadav, Senior Project Officer, Natural Resources & Agriculture, Asian Development Bank

Vikas Goyal, Water Resources Specialist, Asian Development Bank

Raghavendra Naduvinamani, Agriculture & Natural Resources Management Specialist, Asian Development Bank

Masa Nishimura, Principal Rural Development Specialist, Environment, Natural Resources & Agriculture Division (SAER), South Asia Department, Asian Development Bank

Krishnan Rautela, Agriculture and Natural Resources Management team, Asian Development Bank

Srivalli Krishnan, Senior Programme Officer, Gates Foundation

Nidhi Srinivas, Senior Programme Officer, Gates Foundation

IFAD

Ulac Demirag, Country Director, India

Rasha Omar, Former Country Director – India

Meera Mishra, Country Programme Officer, India

Sriram Sankarasubramaniam, Country Programme Analyst, India

Piyush Kanal, Country Programme Analyst, India

Amit Chhabra, Country Programme Assistant, India

Shankar Achuthan Kutty, Senior Procurement Officer, Asia and the Pacific Division

Norpulat Daniyarov, Financial Management Specialist

Seifu Tatek Yazhy, Audit Officer, Office of Audit and Oversight

Emelie Munoz, Associate Audit Officer, Office of Audit and Oversight

Priscilla Mariano, Investigation Officer, Office of Audit and Oversight

Le Yu, Associate Audit Officer, Office of Audit and Oversight
Mikael Kauttu, Former Partnership Officer, Global Engagement Partnership and Resource Mobilization
Vincent Darlong, Former IFAD Country Programme Officer, India
Girija Srinivasan, consultant
Virendra Pal Singh, consultant
Crispino Lobo, consultant
Aditi Gupta, Consultant, IFAD & BMZ
Gyatri Mahar, Project officer - supporting Gender Transformative Mechanism - with Nav Tejaswini

Other

Shyam Khadka, Former IFAD staff and FAO India representative
Sanghamitra Dhar, UN Women

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Project-related standard documents

Annual outcome surveys

Project design reports

Documentation from project design review processes (quality enhancement, quality assurance)

Project implementation manuals

Financing agreements and amendments

Mid-term review reports

Project coordination meeting notes

Supervision mission and implementation support mission reports

M&E data and knowledge products

Project-related - specific documents

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