



India Country Programme Evaluation

94th session of the Evaluation Committee

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Independent Office
of Evaluation

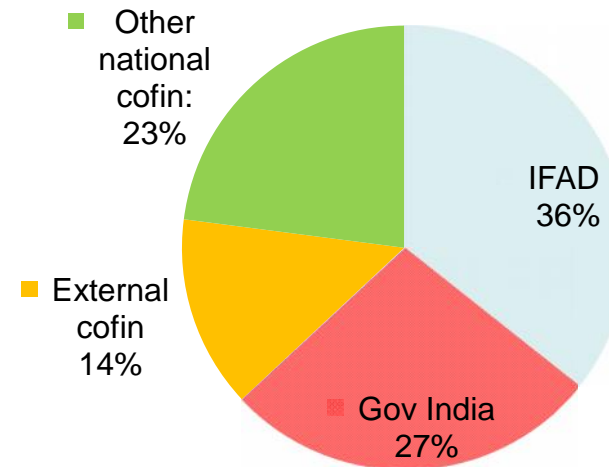


Investing in rural people

Basic facts

IFAD in India

- India: largest IFAD's portfolio. Since 1979, 31 loans (US\$ 928m)
- Total estimated portfolio costs: US\$ 2.6 billion (1979-2015)
- Country office since 2001. CPM out-posted in 2016

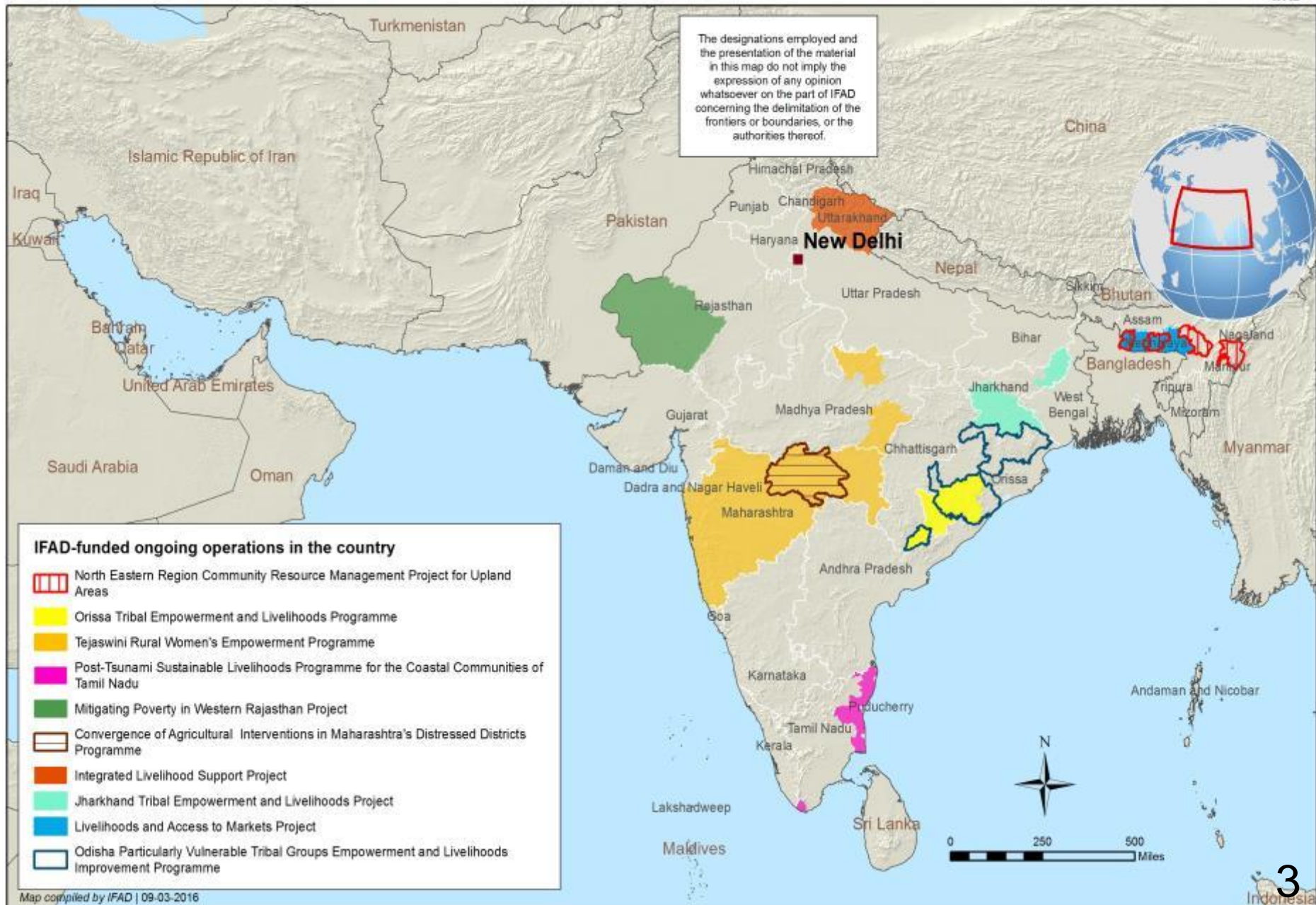


This CPE

- CPE period 2010-15. 13-loan projects reviewed; sample of 6 grants
- Three levels of analysis: (i) portfolio of loans; (ii) non-lending activities; (iii) strategy (COSOP)

India

Country programme evaluation



Findings: Portfolio-level / 1

- Traditional emphasis: highly disadvantaged areas and groups
- Intervention paradigm broadly valid
 - Basic needs (e.g., potable water, food security)
 - Empowerment
 - Natural resources protection
- But in the past limited attention to:
 - Farming system analysis
 - Production clusters, linkages to markets, value chains
 - Collaboration with local extension centres
 - Better recognition in recent project cohorts

Findings: Portfolio-level / 2

- Significant progress in increasing hh incomes. Some examples

Indicator	Project	Estimated difference with / without
Income changes	- Jharkhand Chhattisgarh	+25%
	- CAIM / MH	+50%
Proportion of hh reporting income increase	- NE Region	+33%
	- Tejaswini	+22%
	- LIPH / Uttarakhand	+37%

- Empowerment of disadvantaged groups, collective action by grassroots groups
- Low-cost extension approaches → emerging evidence of agr. yield increase

Findings: Portfolio-level / 3

Gender equality: (i) women's membership in self-help groups, federations (and local elections); (ii) initiatives to curb violence, alcoholism, gambling

Scaling up: (i) geographic expansion (NE, Odisha, covering more district); (ii) transfer to larger public programme (transfer to NRLM); (iii) informing policies (Maharashtra Women Policy 2013)

Efficiency issues. Slow project start-up time (16 months on average), slow implementation and loan disbursement

- Challenging target areas, multi-component design
- High staff turn-over; Capacity gaps for state-level implementing agencies

Non-lending activities

Knowledge management

- Communication material (project websites, brochures and booklets)
- Limited resources for analysis of operational experiences (e.g. SHG-bank linkages, contract farming pilots)

Partnerships

- Strong with DEA-MoF and state-level agencies
- Weaker with technical central level ministries (Agric, Rural Dev, Tribal Affairs)
- Long tradition with NGOs; pilot experiences with private companies
- Limited exchanges with IFIs / UN on operational & policy issues

Non-lending activities - 2

Policy dialogue

- Growing interest at state and central level in learning from good practices
- Some IFAD-funded projects informed state programmes and policies (e.g. NE, Odisha, Maharashtra, Madhya Pradesh)
- Little partnership with think tanks / universities on policy issues.
- Country office has limited resources for policy-related work

Strategic issues - highlights

- Across project generations, IFAD commitment remained strong to target poorest areas, socio-economic groups
- Traditional project designs did not address linkages to markets and value chains, cooperation with local extension centres
- Portfolio is overall solid but suffering from implementation delays
- Wide geographic spread of portfolio, straining the limited resources of the country office
- Important achievements and experience at portfolio level are only in part reflected in non-lending activities

Main Recommendations

1. Continue priority for disadvantaged areas and groups but **better differentiate the approaches** according to the target groups
2. Focus project design more explicitly on:
 - territorial / product clusters and marketing
 - cooperating with local agricultural extension centres
3. Address portfolio implementation issues
 - Simplify design
 - Review staff turnover; consider contract-based posts
 - Support capacity of implementing agencies (guidelines, training)

Main Recommendations - 2

4. Explore approached to non-lending activities within resource constraints
 - Embed KM and policy dialogue in project components
 - Improve on existing instruments (e.g., tripartite review meetings)
 - Establish partnership with national / international think tanks