India Country Programme Evaluation

94th session of the Evaluation Committee
13 October 2016
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)
• 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
Significant progress in increasing hh incomes. Some examples

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Project</th>
<th>Estimated difference with / without</th>
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</thead>
<tbody>
<tr>
<td>Income changes</td>
<td>- Jharkhand Chhattisgarh</td>
<td>+25%</td>
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<td></td>
<td>- CAIM / MH</td>
<td>+50%</td>
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<td>Proportion of hh reporting income increase</td>
<td>- NE Region</td>
<td>+33%</td>
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<td>- Tejaswini</td>
<td>+22%</td>
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<td>- LIPH / Uttarakhand</td>
<td>+37%</td>
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Empowerment of disadvantaged groups, collective action by grassroots groups

Low-cost extension approaches → emerging evidence of agr. yield increase
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
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