



 IMPACT ASSESSMENT

Achieving Rural Transformation

Results and Lessons
from IFAD Impact Assessments



Investing in rural people



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Results and Lessons
from IFAD Impact Assessments

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About this synthesis

This synthesis draws on 17 recent IFAD Impact Assessments conducted in various countries and production systems to analyse project activities and theories of change. It groups projects into four areas of focus: (1) environmental protection; (2) value chain development; (3) community infrastructure development; and (4) participatory development planning. It then examines the lessons learned and classifies the lessons into six themes in order to offer insights into the development pathways that can help achieve rural transformation.

The Synthesis Report serves as a roadmap for operational Teams and is important for three main reasons: (i) it draws primary evidence to identify robust, reliable findings by projects' typology, (ii) it uses the findings to help the design of new projects and strategies, (iii) it analyses the underlying projects' theory of change that helped to generate the expected impacts.

Overall, this synthesis aims to inform IFAD's stakeholders about the typology of projects evaluated and lessons learned from them to improve the design of similar future projects and to draw insights into successful drivers of rural transformation.

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Introduction

The synthesis that follows aims to draw key insights from a number of IFAD Impact Assessments conducted in various countries and production systems. It does so by addressing **two main questions**:

What activities took place in the IFAD projects evaluated in the Impact Assessments, and how can these projects be grouped into key areas of focus?

Do the lessons learned from these projects share common themes, and how do these themes contribute to rural transformation?

The synthesis uses findings from a sample of 17 Impact Assessments conducted during the IFAD10 replenishment period for projects that closed between 2015 and 2018. The theory of change for each project was analysed based on its logic and highlighted in the Impact Assessment reports. The analysis conducted for this synthesis identified four overall **areas of focus** into which projects were grouped based on the main activities they supported.

Four areas of focus are summarised below:

- 1. Environmental and climate protection**
- 2. Value chain development**
- 3. Community infrastructure development**
- 4. Participatory development planning**

Next, the **lessons learned** for each Impact Assessment were recorded and classified into key themes to help assess what aspects of theories of change can contribute to achieve rural transformation. Six themes were identified:

Six themes were identified:

- 1. Commercialisation**
of agriculture is key to rural development
- 2. Tailored and targeted theories of change**
with a focused and solid project logic can have transformative impacts
- 3. Embedding resilience**
is crucial to empower communities to respond to external shocks
- 4. Ensuring the sustainability**
of a project's impacts after it has closed is vital to maintain benefits
- 5. Communication, context and culture**
are key to building effective relationships with project participants
- 6. Integrating gender empowerment metrics**
within theories of change is important for achieving transformative outcomes for women and men

Overall, this synthesis aims to inform IFAD's stakeholders about the typology of projects evaluated and lessons learned from them to improve the design of similar future projects.

Section 2 presents the synthesis of projects, based on the inputs and activities of the Impact Assessment reports. **Section 3** outlines the common themes identified from the Impact Assessments' lessons learned and offers insights into the development pathways that can help achieve rural transformation.



Evidence

What did the projects which IFAD finances create, build and develop?

The data collected for the Impact Assessments encompasses household and community-level survey data with treatment and control groups representative of the projects evaluated. Survey data was collected during the IFAD10 Replenishment period (2016–2018) through primary data collection and analysed with non-experimental methods.

Four areas of focus have been identified based on the **inputs and activities** of the Impact Assessments: environmental and climate protection, value chain development, community infrastructure development and participatory development planning (see Table 1). These four areas of focus are intended to complement the official IFAD project categorisation and characterize the projects¹.

The synthesis is illustrated in Table 1 in the form of a catalogue of projects' main area of focus, followed by a more detailed description of the activities supported by projects evaluated in different countries within each area of focus.

¹ Some projects span multiple categories. For example, Bangladesh's CCRIP project objective focuses on climate shocks and therefore links to environmental and climate protection. However, what the project actually did – building climate resilient road infrastructure and market storage facilities – also relates to community infrastructure development. Given the focus of this catalogue synthesis on projects' inputs and activities, Bangladesh has therefore been included in the community infrastructure category.

Table 1: Synthesis of IFAD's Impact Assessments

Area of focus	Description	Example countries
 <p>Environmental and climate protection</p>	<p>Climate change, deforestation and the destruction of oceans, which threaten the livelihood of rural communities, are key challenges addressed in these projects. They aim to reduce rural poverty by putting the sustainable management of natural resources, environmental protection and climate change through transformative production at their core.</p>	<p>Indonesia CCDP Mexico DECOFOS Tajikistan LPDP</p>
 <p>Value chain development</p>	<p>From field to market, these projects include an interlinked set of inputs and activities to increase farmers' agricultural production for sale in local markets (such as China, Kenya, Nepal, Senegal) or projects which focus on upgrading produce and access to market for rural producers of export crops into international value chains (Rwanda, Sao Tome and Principe).</p>	<p>Kenya SDCP China GIADP Nepal HVAP Senegal PAFA Rwanda PRICE Sao Tome and Principe PAPFPA & PAFAC</p>
 <p>Community infrastructure development</p>	<p>These projects build community infrastructure, such as irrigation canals, cereal banks and market connecting roads, to increase food security, boost incomes and decrease poverty.</p>	<p>Philippines IRPEP Madagascar AD2M Chad PADER-G Ethiopia PASIDIP 1 Bangladesh CCRIP</p>
 <p>Participatory development planning</p>	<p>These projects aim to achieve rural transformation by involving and empowering communities to lead the development process. Projects which use these methods typically have pillars or inputs which focus on the planning process as well as the outcomes, such as increased agricultural productivity. They often cover a range of interventions such as social inclusion initiatives, technical training on crop production and value chain development.</p>	<p>Bolivia Plan VIDA Brazil GDV Tanzania ASDP-L & ASSP</p>

Country	Classification	Description
ENVIRONMENTAL AND CLIMATE PROTECTION		

These types of projects aim to reduce rural poverty by putting the sustainable management of natural resources, environmental protection and climate change through transformative production at their core.

MEXICO	DECOFOS	To overcome poverty-driven deforestation and land degradation, participatory development planning, sustainable management of forest and natural resources training, climate change awareness and economic diversification through technical and financial support to start small and medium enterprises such as ecotourism and transformation of agroforestry based products were implemented in three Mexican states.
INDONESIA	CCDP	To reduce poverty and enhance sustainable and transformative economic growth, community-led fisheries management plans were developed by designating marine protected areas, fishing zones and rotational fishing areas to ensure protection of marine biology as well as a greater diversity of fish caught thanks to better fishing tools and vessels. Support to store and transform fish into food was also provided increasing income and access to market.
TAJIKISTAN	LPDP	To address pasture degradation from overgrazing and yet ensure increased livestock productivity, the project created a rotational pasture plan through the establishment of pasture user unions to enhance environmental protection and the sustainability of livestock feed sources. This was combined with capacity building on breeding techniques, veterinary services and increased access to water points.

Country	Classification	Description
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VALUE CHAIN DEVELOPMENT

Projects which integrate interventions to boost productivity and market access typically support value chain development for a specific set of crops or livestock to help build local or international markets for these products.

KENYA	SDCP	Dairy farmers received training on animal husbandry to enhance productivity, access to financial services and connections with advisory and extension systems with the purpose of having a better access to market and market services and therefore increase income.
CHINA	GIADP	To increase the income of smallholder farmers, the project linked interventions to increase productivity of high value niche crop cultivation, such as fruits, and to sell these crops at markets. The project also included activities aimed at increasing market access and sales to ensure higher income.
NEPAL	HVAP	Producer organisations (POs) were supported to produce and sell different high-value crops and products - apple, ginger, off-season vegetables, turmeric, pepper and goat meat. Contracts were established between POs and agribusinesses, enhanced processing and marketing facilities were developed, and technical training provided to access agricultural services such as vets.
SENEGAL	PAFA	The project provided a comprehensive package to support specific value chains. The package included agricultural inputs as well as contractual agreements with market traders. Similarly to China and Nepal, the support provided was targeted to specific value chains such as millet, bissap, niebe, sesame, horticulture and maize.
RWANDA	PRICE	Producers of high-value export crops – coffee, horticulture, tea and silk – were supported to upgrade their produce to ensure access to international supply chains. Coffee cooperative members were trained in business management. Horticultural producers received support on post-harvest handling and access to financial services through performance-based grants.
SAO TOME AND PRINCIPE	PAPFPA & PAFAC	Producers of cacao, coffee and pepper were trained to focus on high quality organic produce aimed also at obtaining certification for organic production. These activities would ensure value to agricultural produce and higher opportunities to sell in international supply chains. The project involved the establishment of cooperatives which were supported to establish contracts with buyers. Rural infrastructure was also enhanced through provision of drinking water, roads and crop transformation machinery.

Country	Classification	Description
COMMUNITY INFRASTRUCTURE DEVELOPMENT		

There are a variety of community infrastructure development projects geared towards different outcomes, including increasing productivity and reducing the risk of food insecurity.

Infrastructure to boost agricultural productivity

PHILIPPINES	IRPEP	In this project, canal irrigation infrastructure was complemented with capacity building for community irrigation management to improve the rice productivity and livelihoods of smallholder farmers in three regions. Income increased by 11% in the overall project, but Typhoon Haiyan meant that productivity didn't increase in some regions affected by the typhoon.
MADAGASCAR	AD2M	Community irrigation infrastructure development was combined with capacity building to handle land tenure registration and increase water use to ensure increase productivity increase as well as the possibility of cultivating additional crops. Increased water and irrigation also focussed on allowing additional season for cultivation.

Infrastructure to increase food security

CHAD	PADER-G	To reduce food insecurity during the dry season, community cereal banks and management committees were developed. This aimed to reduce borrowing of money at very high rates, the sale of assets and outward migration during the dry season and periods of hunger. Project participants' total assets increased by 14%.
ETHIOPIA	PASIDIP 1	This project highlights the transformative potential of irrigation to reduce food insecurity. By establishing water use associations, constructing small-scale irrigation schemes, and supporting farmers the project increased agricultural revenue and reduced food insecurity.

Infrastructure to enhance market access

BANGLADESH	CCRIP	To improve access to markets throughout the year, including during the monsoon season, the project climate-proofed markets and market-connecting roads to make them accessible in all seasons. It also improved markets by installing raised areas and draining systems, basic facilities such as toilets and market sheds for women. The project also supported the market management committees to ensure effective management and sustainable impact.
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Country	Classification	Description
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PARTICIPATORY DEVELOPMENT PLANNING

Participatory methods can take a range of approaches and typically involve supporting or establishing community planning groups. In Tanzania, Farmer Field Schools were established while in Bolivia community investment planning groups were formed.

BOLIVIA	Plan VIDA	Community-led groups developed productive investment plans to focus on transformative economic activities which project participants would co-finance. Community capacity building was a core activity of the project along with financing investments in agriculture and with supporting beneficiaries to get citizenship documents to improve social inclusion and the possibility of land tenure and access to productive resources. 80% of the community investments developed by the community planning groups focused on livestock, distributing new breeds and animal husbandry training for households.
BRAZIL	GDV	The project was based on two pillars: human and social capital development and productive and marketing support. Under the first pillar community interest groups were established to run development diagnostics and assess the needs of communities in the drought prone Sertao region. This then informed the activities under pillar 2 which included water harvesting, creation of backyard gardens, agroecological trials and post-harvest technology and marketing support.
TANZANIA	ASDP-L & ASSP	Farmer field schools (FFSs) were established for farmers to design their own learning curricula, based on a community-led needs assessment. Farmers were trained to deliver FFS sessions on a variety of topics spanning artificial insemination for livestock farmers to organic production methods for arable crops. Through participant-led learning, the aim was for agricultural productivity and market access to improve. For example, livestock farmers enjoyed a 65% increase in revenue per year.



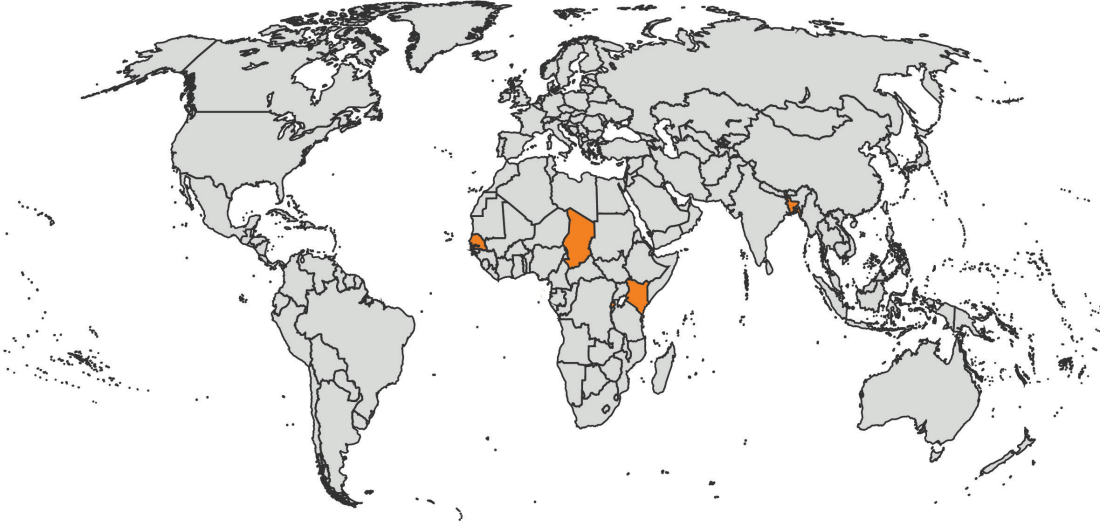
Lessons from project type

What are the development pathways that can help rural transformation?

The projects that undergo IFAD Impact Assessments are selected and structured to facilitate and maximize learning while recognizing the need for corporate reporting (DEF, 2016). Despite the differences between the projects that are selected for Impact Assessments, **are there similarities and common themes in terms of the lessons learned?** The lessons learned for each project were summarised and analysed to identify some shared findings. This thematic analysis is illustrated in Table 2. As the table illustrates, not all of the lessons learned are shared by the 17 Impact Assessments, but the analysis does identify some common findings that are summarised into **six themes**:

1. **Commercialisation**
2. **Tailored and targeted theories of change**
3. **Embedding resilience**
4. **Ensuring the sustainability**
5. **Communication, context and culture**
6. **Integrating gender empowerment metrics**

These are discussed in detail below.



Lessons from project type

Commercialisation

A key theme in the lessons learned from the 17 Impact Assessments conducted is the importance of commercialisation of agricultural production and its potential to transform rural communities and their economies. Interventions to improve market access are typically used to help producers commercialise.

Rural transformation occurs within a country's broader process of economy-wide structural transformation. Commercialisation is part of this process, along with rising agricultural productivity and diversification of production patterns and livelihoods within the agricultural sector and the rural non-farm sector. When are market access interventions successful and when are they less so? Insights from the Impact Assessments can help shed light on this. Commercialisation of agricultural production can be harder in **climate vulnerable countries**, where extreme weather events such as storms or drought can prevent market access and/or ruin produce destined for market. Bangladesh and Chad offer differing examples of how market access has been improved in such settings.

In Bangladesh, the project focused on climate-proofing community markets and market-connecting roads to ensure rural communities could physically access markets during the monsoon season. In light of climate change projections for the region, the interventions are also designed to withstand sea level rise and increasing frequency and intensity of extreme weather events. The project was successful in increasing participants' income by 11% compared to the control

group, thanks to improved market access. Moreover, the per hectare income from crop sales increased by 70% even in the monsoon season, illustrating the importance of resilient market access.

The project in Chad aimed at achieving food security in this drought-prone country through cereal banks to ensure grain supply in the lean season. The project also intended to improve market access by assuming that enhanced cereal storage would lead to higher possibilities of selling at different time and therefore better market participation. However, there were limited specific activities or interventions that supported market participation in the theory of change and the country's Impact Assessment concluded that future projects would require complementary and tailored market interventions.

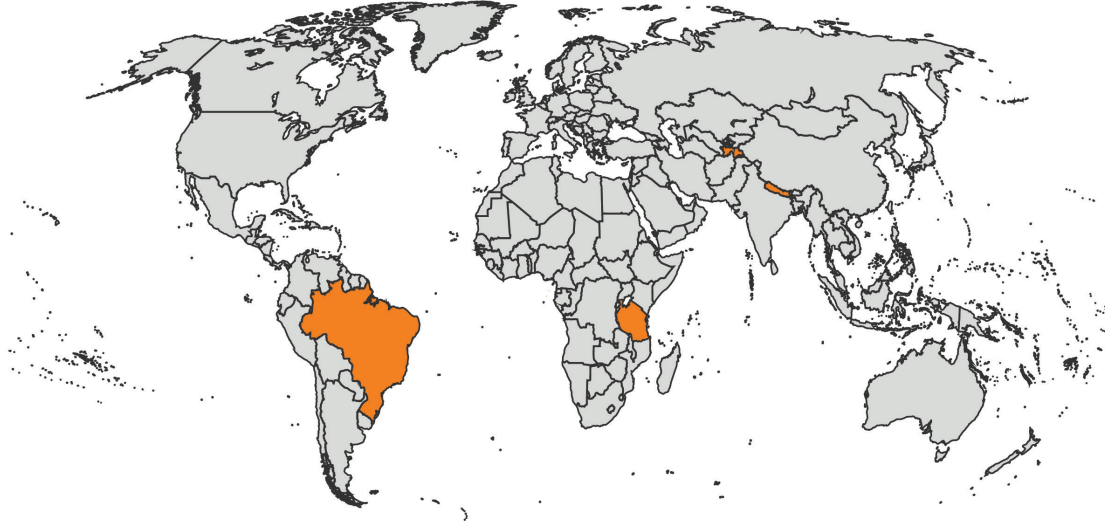
Across the sample of 17 Impact Assessments, there are different examples with varying degrees of success that illustrate how commercialisation can be approached in **middle-income countries (MICs)**. As national economies grow in MICs, opportunities for commercialisation among rural communities increase.

The project in Senegal aimed to improve the income earning potential of small-scale family farms through product diversification. The project delivered a comprehensive package of activities including certified seed inputs, access to agricultural machinery, training of production best practices, post-harvest management and storage and established an agreement with a market operator. Together this integrated set of activities helped to commercialise produce grown on family-farms and increase crop income by 46%.

Rwanda offers an example of commercialisation of international, as opposed to local, value chains. Farmers of key export crops – coffee and horticulture – were trained in business management as well as offered access to financial support in the form of performance-based grants. Overall income increased by 32% per year for coffee farmers and 93% for horticultural farmers.

Kenya's project focused on increasing production and market participation among dairy farmers but the uptake of market training and services was limited. Nonetheless, project participants did receive a higher price for their milk at markets compared to the control group. This indicates the importance of market access but also suggests that perhaps market training was not the appropriate intervention to increase market access and sales.

Commercialisation can also be a tool to develop social capital such as **women's economic empowerment**. In Indonesia, the project focused on fishing communities, helping to establish contracts and MOUs between fisherfolk and buyers as well as the establishment of fish processing groups operated by women. These interventions led to a 27% increase in women's participation in fish marine processing



Lessons from project type

Tailored and targeted theories of change

The Impact Assessments cover a wide range of countries, contexts and climates. Across this variety of examples, focused theories of change with clear project logics appear to have a positive impact on rural livelihoods.

In Nepal, the project's theory of change focused on value chain development for a specific set of commodities: apple, ginger, off-season vegetables, turmeric, pepper and goat meat. By strengthening local producer organisations, offering crop support, enhancing market facilities and establishing contracts with traders and producer organisations, project participants saw a 50% increase in income per year and 5% increase in market access in monsoon season.

To reverse environmental degradation of pasture lands in Tajikistan, a focused theory of change was developed with strong synergies between different inputs. A rotational pasture plan, facilitated by the creation of pasture user unions, helped to reduce overgrazing. This was coupled with support for livestock rearing such as building water points and sheds and improved seeds and fertilisers to ensure feed and fodder supply during the harshest seasons when pastures are inaccessible. The focused project logic was successful in increasing total income per year by 19%.

Sao Tome and Principe in Africa also focused its theory of change on a specific set of commodities, providing support from agricultural inputs through to market

sale. In this case, the tailored project logic focused on three export crops – cacao, coffee, pepper – using organic production and certification to add value and sell to international buyers.

Meanwhile, broader theories of change which encompass multiple interventions can be less effective. In the case of Brazil, the project consisted of two main pillars: human and social capital development and productive and market development. Both pillars consisted of multiple activities. For example, the production pillar supported home garden development, crop value addition, agroecological trials, livestock management, water infrastructure development and market training. Specific interventions were successful such as 34% increase in water access but overall project participants' experienced declines in crop sales and income.

Similarly, in Tanzania the farmer-led approach through field schools delivered training on a wide range of topics. The Impact Assessments concluded that future projects would benefit from a more focused curriculum as the broad variety of topics was not conducive to spilling over into material impacts in terms of productivity and farmer incomes.



Lessons from project type

Embedding resilience

Resilience – the ability of rural communities to recover from external shocks – is effective when it is integrated into the design of projects from the outset.

There are different forms of external shocks that should be considered, depending on the context. The Impact Assessments offer insights from environmental (including climate change) and financial shocks.

Environmental resilience

Ethiopia is an example of a project which had transformative impacts for environmental resilience. The aim of the programme was to improve food security and increase agricultural revenue among participants in drought prone areas. Climate resilience was therefore integrated into the stages of the theory of change. The main activities focused on agricultural water resources by strengthening water use associations and the construction of small-scale irrigation schemes. The Impact Assessment found that farmers with modern irrigation were better able to harvest throughout the year and reduce resorting to negative risk management strategies, such as selling off assets. Revenue from crop sales increased by 23% in dry season and 77% in the rainy season.

In Mexico, the project sought to reduce poverty driven deforestation through sustainable natural resource management, land tenure security and small

business development. The results show that the vegetation cover showed a positive trend in project areas, suggesting the programme was following a successful trajectory in reducing deforestation. Results also showed increased resilience to climate change for beneficiaries.

In contrast, in Sao Tome and Principe the Impact Assessment concluded that a lack of access to adequate infrastructure, particularly irrigation infrastructure, remains a challenge and threat to long-term resilience due to climate change and the increasing unpredictability of rainfall patterns.

Lessons from Indonesia and the Philippines suggest that communities aren't always able to adapt to the impacts of climate change. In Indonesia, whereas positive results in fish stock and in rotational plans for fishing areas coupled with diminished use of illegal fishing approaches other participants to the project left the fishing sector all together after their boats were ruined in a storm. Typhoon Haiyan in the Philippines meant that efforts to increase rice farmers' productivity in some regions were undone due to damage to small-scale irrigation canals, seed storages and other rural infrastructure. Supplementary support and extra consideration is therefore required for robust integration of resilience into theories of change both to manage climate risk but also to cope with shocks when they occur.

Data are important for enhancing environmental resilience. Remote sensing data were used in Mexico to monitor vegetation cover as an indicator for environmental regeneration. However, in Ethiopia and Tajikistan, both Impact Assessments highlight the importance of long-term data gathering and geo-referenced monitoring to assess vegetation cover and degradation and to better address climate resilience.

Financial resilience

Findings from Impact Assessments in MICs suggest that off-farm income is increasingly important as a form of financial resilience, providing communities with alternative sources of money in times of need.

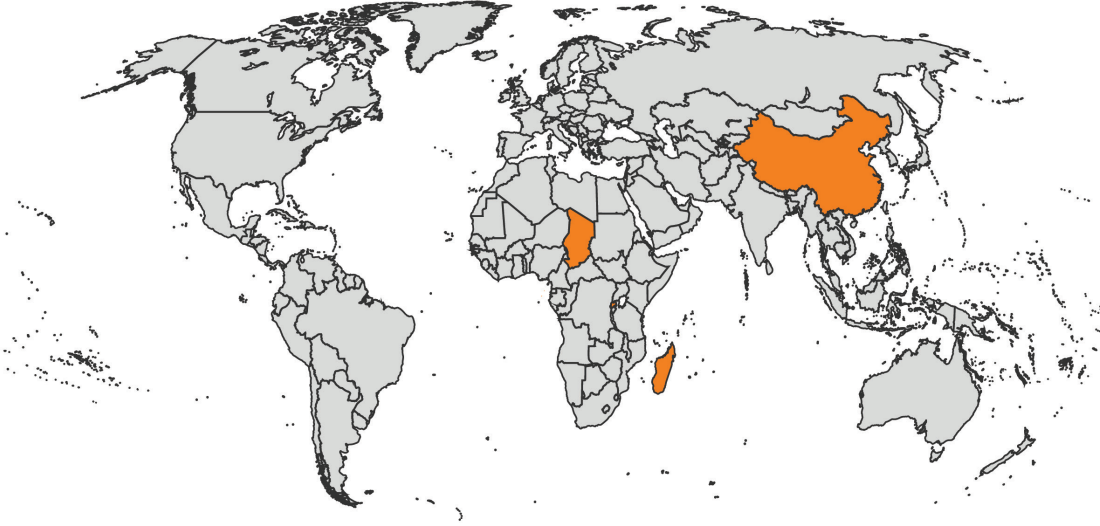
In Brazil, project participants had less than 50% of the wage income and 22% less in enterprise income than the control group. Overall, project beneficiaries experienced a 16% decrease in income per year, which limited their ability to recover from shocks.

Similarly, in Indonesia incomes from the control group were higher than those in the treatment group due to "off-sea" income in service sectors such as tourism. In both Impact Assessments, the researchers recommended that future projects

address off-farm income as a way of building economic resilience.

Meanwhile, in Mexico the project's efforts to facilitate the expansion of micro enterprises, such as ecotourism, were successful in diversifying income by 4% and increasing total and off-farm income.

In addition to off-farm income, financial resilience can be addressed in agricultural value chain programmes and interventions. The Impact Assessment from Sao Tome and Principe noted that the reliance on a handful of international buyers for farmers' organic certified produce, posed a risk to financial resilience should something happen to those suppliers.



Lessons from project type

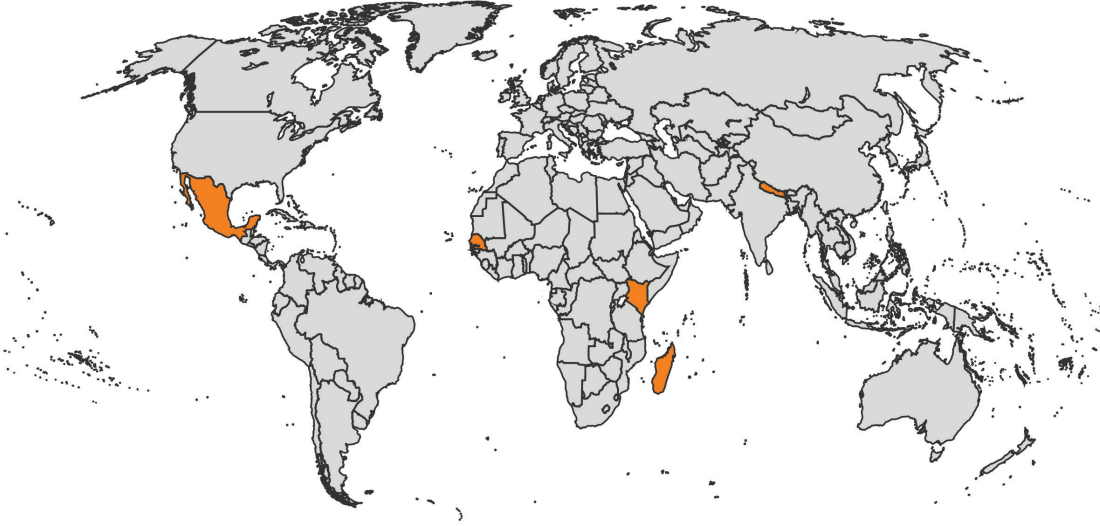
Ensuring the sustainability

The importance of sustainability—how to maintain a project’s impacts overtime—was a common concern and a lesson underlined in the Impact Assessment findings.

This is particularly the case of community-led infrastructure projects. For example, the lessons learned from Chad (post-harvest cereal bank storage) and Madagascar (irrigation) all note the need to ensure technical training to repair and maintain infrastructure in the long run. This concern was also strengthened by the findings from the Chad Impact Assessment which showed that older community cereal banks generated lower benefits compared to the newer ones.

The China Impact Assessment recommended training in resource mobilisation to raise funds for the maintenance of community infrastructure. In Rwanda, coffee farmers noted that the one-year programme was not sufficient enough to embed the project learnings and impacts on a long-term basis.

Meanwhile, in three cohorts of project participants are still experiencing project benefits five years after the end of the project. Overall, this stresses the need to build-in mechanisms for sustaining impacts of interventions, especially rural infrastructure, which will need to be maintained and effectively managed by the beneficiaries in the long term.



Lessons from project type

Communication, context and culture

These are not new challenges within international development, and the Impact Assessments reiterate that clear communication with project participants as well as an understanding of local context and culture remain crucial.

For example:

Communication

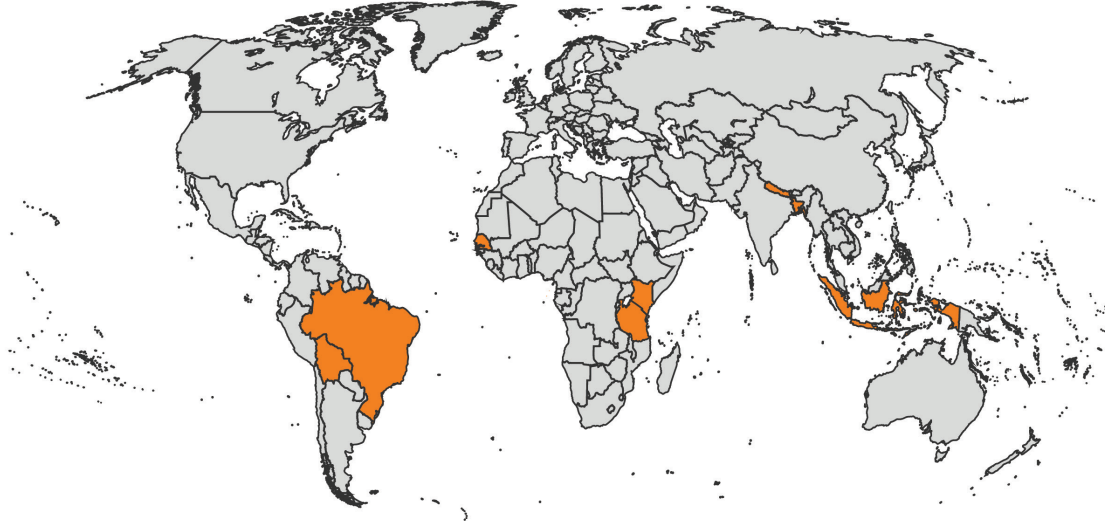
- ▶ In Madagascar, the qualitative analysis conducted for the Impact Assessment reported differing perceptions and awareness about rules and procedures for being part of the project, reiterating the need for clear and broad communication and for awareness raising.
- ▶ In Nepal, the project worked with producer organisations (POs) to provide high-value crop training. The small size of the POs enabled project staff to communicate closely with PO members, allowing them to develop good working relationships which contributed to the project's successful outcomes.

Context

- ▶ To account for the local context in Mexico, the project adapted the inputs and activities to the different physical geography and natural environment as well as the socio-economic differences between regions. In the Campeche region, the flat topography led the project to focus on reforestation and agroforestry. In the Chiapas region where there is a more diverse natural environment and more opportunity for off-farm income, the project's inputs and investments were tailored accordingly.
- ▶ In Senegal, project participants were required to contribute financially to participate in the programme. For those who were cash poor, the project was adapted to the local context by allowing farmers to offer in-kind contributions.

Culture

- ▶ The adoption of new animal husbandry practices among dairy farmers in Kenya was low, indicating that it takes time for cultures and behaviours to shift.



Lessons from project type

Integrating gender empowerment metrics

Integrating gender empowerment (GE) targets and metrics into a project's theory of change is an important way to mainstream gender empowerment in the project logic.

To go beyond sex-disaggregated data collection, if GE is a desired project impact then logic follows that it must be recognised and addressed at each stage of the theory of change (inputs, outputs, outcomes, impacts and objective).

The extent to which the 17 Impact Assessments explicitly aim to empower their beneficiaries varies. Projects range from simply presenting sex-disaggregated targeting of women to others that explicitly aim to empower women beneficiaries (notably in Brazil and Tanzania). Some Impact Assessments therefore report on changes in women's self-efficacy or influence over household decision making while others only report on the number of female beneficiaries involved in the project.

Despite the mixed approach to measuring gender-disaggregated impacts, and the variable extent of gender focus within projects' theories of change, improvements in women's lives were reported in some projects:

BRAZIL GDV: Women who participated in the project reported a 10% increase in self-efficacy.

INDONESIA CCDP: There was a 27% increase in women's participation in marine product processing.

KENYA SDCP: Households participating in the project were nine times more likely than the control group to have a female household member in charge of money.

SENEGAL PAFA: Targeting of women and youth was successful because it was integrated at an early stage of the project design. Women's producer organisations experienced greater gains in production quantities, value of crops sold, yields and income indicators.

TANZANIA ASDP-L & ASSP: Women who participated in the farmer field schools experienced a 6% increase in ownership of land and other assets compared to the control group.

In other cases, a gender lens was absent from the theory of change or the expected impacts were not realised:

BANGLADESH CCRIP: GE was noted and addressed at each stage of the theory of change, but impacts on women's own income generation or participation in household decision making were not significant, except for non-Muslim households.

BOLIVIA Plan VIDA: There were no significant changes reported in women's empowerment compared to the control group. It has to be noted, however, the women's empowerment was already rather high compared to other areas. In this regard, the Impact Assessment findings suggests that women's empowerment existing before the project was one key contributor to the project's successful outcomes.

NEPAL HVAP: GE was integrated throughout theory of change (apart from objective), but there was limited impact because of two factors: 1) bias in the methodology—only one household member answered the survey, and this was typically the male; and 2) women already have a high level of input into household agricultural decision making.

IFAD's Gender Action Plan includes commitments to produce guidelines on integrating gender empowerment at all stages of the project cycle. Moving forward, it will be important to increase coherence between the Gender Action Plan and the projects' theories of change, especially for projects that are meant to be gender transformative.

Table 2: Summary of lessons learned from the Impact Assessments.

Source: Compiled by author with inputs from Impact Assessments policy briefs and technical reports

LEGEND				
Commercialisation	Tailor & target theories of change	Gender empowerment impacts		
Communication, context & culture	Building resilience	Sustainability of project finance		
	LESSON 1	LESSON 2	LESSON 3	LESSON 4
BANGLADESH	Better market access increased beneficiary income	Larger impacts found for poorest households	Mixed impacts of women's empowerment	
BOLIVIA	Success of focused project logic – the case of livestock	Social capital a driver not result of project	Livestock investment can help dietary diversity	
BRASIL	To increase resilience - need to diversify off farm income	Holistic intervention - interlinked activities for multiplier effects	CDD implementation not sufficient enough to deliver technical assistance required	
CHAD	Setting SMART goals, foundation for further change	Role of markets is crucial	Design should account for sustainability and long term impacts - cereal bank management	
CHINA	Integrated ag/ marketing support & infrastructure inputs in better-off groups, strong impact on savings	Integrated approach of ag/marketing support & infrastructure for poor households increase in durable assets	Project sustainability: easier mobilisation of funds to repair infrastructure and post harvest cold storage to avoid losses	
ETHIOPIA	Transformative impacts of irrigation to enhance resilience against climate shocks	Integrate production sector initiatives, in this case irrigation, with market interventions to maximise impact	Improve data gathering to monitor resilience in face of climate shocks - need more frequency and long-term collection	
INDONESIA	Market access crucial to economic viability of women's empowerment	Deliberately integrating environmental sustainability into project design and coastal resource management is critical	Non-fishing activities from upstream and service sectors important source of income	Project beneficiaries less able to recover from external shocks even after participation in the project
KENYA	Adoption rates of production practices remain low	Power of markets - even marginal improvements in market access gave farmers higher prices	Private partnerships are instrumental - dairy processing firms provided training	
MADAGASCAR	Importance of second and third cropping season to increase production and incomes. Training relevant	Benefits depend on long term maintenance of infrastructure investments and sustained financing	Communication with beneficiaries is key	

	LESSON 1	LESSON 2	LESSON 3	LESSON 4
MEXICO	Context and local endowments matter - project implementation aimed to represent different topographies, socio-economic differences which are reflected in the results	Environmental resilience – results indicate that beneficiaries are more resilient to climatic shocks	Incomes from off-farm activities increased significantly	
NEPAL	Focused project logic successful - targeted only a few value chains, focused on interlinked activities	Close engagement and supervision due to small size of POs	Bottom-up and top-down combined approaches proved successful.	
PHILIPPINES	Supplementary support required when households are coping with extreme weather	Lack of capital to invest in ag inputs may have hindered impact	Market access support wasn't suitable in some areas	
RWANDA	Targeting performance-based grants according to size of farm	Learn & incorporate lessons from pilots and previous projects	Incorporate sustainable project design to ensure sustainable impacts, coffee coops claimed one-year programme was insufficient	
SAO TOME AND PRINCIPE	Integrated ag production/value addition successful through organic certification for 3 crops but could be further enhanced with investment in processing facilities	Farmer not crop specific training meant new knowledge could be extended to other crops	Cooperatives successfully facilitated market access but over reliance on handful of international suppliers could be a risk & affect resilience in face of external shock	Lack of access to adequate irrigation infrastructure problem in face of climate change as rainfall becomes more unpredictable
SENEGAL	Integrated approach which combines production support & market access successful	Targeting gender & youth successful because integrated at early stages of the project	Project sustainability: 5 years after project ended impacts among 3 cohorts still high	Adaptability to local context - cash strapped participants were allowed to give contributions in kind
TAJIKISTAN	Strong theory of change with synergistic components	Environmental objectives had positive but not significant impact on vegetation restoration	Better data required to monitor environmental objectives	Unintended impact - more children able to attend to school through freeing up time and increased income
TANZANIA	FFS increases income and reduces asset based poverty	FFS induced farmers to invest more in ag inputs	High adopters of FFS had higher levels of food security	FFS had wide curricula, recommend to focus more

References

Impact Assessment documentation – for each project the Impact Assessment technical report, policy brief and infographic are available at the following links:

Bangladesh - Coastal Climate Resilient Infrastructure Project (CCRIP):
<https://www.ifad.org/en/web/knowledge/publication/asset/41115553>

Bolivia - Plan VIDA-PEEP:
<https://www.ifad.org/en/web/knowledge/publication/asset/41082658>

Brazil – Gente de Valor (GDV):
<https://www.ifad.org/en/web/knowledge/publication/asset/41942419?inheritRedirect=true>

Chad - Rural Development Support Programme in Guéra PADER-G:
<https://www.ifad.org/en/web/knowledge/publication/asset/41096296>

China - Guangxi Integrated Agricultural Development Project (GIAD):
<https://www.ifad.org/en/web/knowledge/publication/asset/41096501>

Ethiopia - Participatory Small-Scale Irrigation Development Programme:
<https://www.ifad.org/web/knowledge/publication/asset/41117514>

Indonesia - Coastal Community Development (CCDP):
<https://www.ifad.org/web/knowledge/publication/asset/41248703>

Kenya - Smallholder Dairy Commercialization Programme (SDCP):
<https://www.ifad.org/en/web/knowledge/publication/asset/41113688>

Madagascar - Project to Support Development in the Menabe and Melaky Regions (AD2M):
<https://www.ifad.org/en/web/knowledge/publication/asset/41114052>

Mexico - Community-based Forestry Development Project in Southern States (DECOFOS):
<https://www.ifad.org/web/knowledge/publication/asset/41116140>

Nepal - High-Value Agriculture Project in Hill and Mountain Areas (HVAP):
<https://www.ifad.org/en/web/knowledge/publication/asset/41096980>

Philippines - Irrigated Rice Production Enhancement Project (IRPEP):
<https://www.ifad.org/en/web/knowledge/publication/asset/41097252>

Rwanda - Project for Rural Income through Exports in Rwanda:
<https://www.ifad.org/en/web/knowledge/publication/asset/41097486>

Sao Tome and Principe - Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (PAPAFPA) and the Smallholder Commercial Agriculture Project (PAPAC):
<https://www.ifad.org/web/knowledge/publication/asset/41116368>

Senegal - Agricultural Value Chains Support Project (PAFA):
<https://www.ifad.org/web/knowledge/publication/asset/41115836>

Tanzania - Agricultural Sector Development Programme–Livestock (ASDP-L) and
Agriculture Service Support Programme (ASSP):
<https://www.ifad.org/web/knowledge/publication/asset/41117753>

Tajikistan - Livestock and Pasture Development Project (LPDP):
<https://www.ifad.org/web/knowledge/publication/asset/41115098>

Additional references:

- IFAD, 2019,
Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025
- IFAD, July 2020,
A new categorization framework for IFAD-supported project interventions,
Quick reference guide
- IFAD Sustainable Production Markets and Institutions
Division East and Southern Africa Region, Catalogue of innovations: enhancing
smallholder agriculture and food system resilience

Sample ToC

- ENVIRONMENT AND CLIMATE PROTECTION
- VALUE CHAIN DEVELOPMENT
- COMMUNITY INFRASTRUCTURE DEVELOP
- PARTICIPATORY DEVELOPMENT PLANNING

List of IFAD10 projects



ENVIRONMENTAL AND CLIMATE PROTECTION

Country	Project name
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INDONESIA

The Coastal Community Development (CCDP)

The Coastal Community Development Project (CCDP), implemented between 2013 and 2017, was designed to reduce poverty and achieve sustainable economic growth in 12 coastal districts of Indonesia. The project took a comprehensive approach, combining sustainable marine and coastal natural resource management with economic and livelihood development in coastal and small island communities where poverty was endemic. It invested in fisheries, aquaculture, and related marketing and support structures in addition to environmental and climate literacy. Project participants were provided with fishing gear and motorized engines for their fishing boats, enabling them to fish further from the coast, and thus catch a more diverse array of higher-value fish.

MEXICO

Community-based Forestry Development Project in Southern States (DECOFOS)

The Community-based Forestry Development Project in Southern States of Mexico (Campeche, Chiapas and Oaxaca) aimed at addressing problems linked to deforestation and forest and land degradation in rural communities of marginalized forest areas. The project focused on promoting micro-business development and the sustainable use of forest and natural resources through the adoption of good environmental practices for climate change adaptation and mitigation.

TAJIKISTAN

Livestock and Pasture Development Project

The Livestock and Pasture Development Project in Tajikistan was designed to increase the nutritional status and incomes of poor rural households in the Khatlon region by boosting livestock productivity through additional feeding combined with protection of degraded pasture through rotational use of pastoral land in addition to teaching and using breeding techniques, combined with easier access to water.

List of IFAD10 projects

VALUE CHAIN DEVELOPMENT

Country	Project
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CHINA

Guangxi Integrated Agricultural Development Project

The Guangxi Integrated Agricultural Development Project aimed to increase rural household income for smallholder farmers in China through community infrastructure improvements, agricultural production and marketing support

KENYA

Smallholder Dairy Commercialization Programme (SDCP)

In Kenya, the Smallholder Dairy Commercialization Programme (SDCP) was designed to address constraints in the smallholder milk sector in Kenya by increasing smallholders' production, productivity and participation in dairy markets. These objectives were pursued by training dairy groups, offering technical support for household dairy production and developing milk marketing chains

NEPAL

High-Value Agriculture Project in Hill and Mountain Areas

The High-Value Agriculture Project in Hill and Mountain Areas (HVAP) in Nepal had the primary objective of reducing rural poverty and improving food security through enhanced value chains for high-value agricultural commodities in the hilly and mountainous areas of Nepal. The project supported farmers, particularly women and those from marginalized groups such as the Dalits, Janajatis and other ethnic minorities, to form new and improve existing producer organisations (POs) which established contractual agreements with local traders for the supply of farm inputs and with agri-businesses for sale of crops and livestock

SENEGAL

Agricultural Value Chains Support Project (PAFA)

In Senegal, the Agricultural Value Chains Support Project (PAFA) was designed with the goal to improve the livelihoods of smallholder farmers in Senegal's "groundnut basin". The main intervention was implemented via producers' organizations (POs) and consisted of a comprehensive package of agricultural inputs, machinery, technical advice and commercialization contracts established with market operators

SAO TOME AND PRINCIPLE

The Participatory Smallholder Agriculture and Artisanal Fisheries Development Programme (PAPAFPA)

Smallholder Commercial Agriculture Project (PAPAC) are two complementary operations designed to improve smallholders' livelihoods in Sao Tome and Principe. The primary objective was to develop family plantations in sustainable and niche value chains: organic and quality cacao, coffee and pepper

RWANDA

Project for Rural Income through Exports in Rwanda

The Project for Rural Income through Exports in Rwanda helped farmers access rural financial services and increase the production and quality of their cash crops. The project focused on supporting coffee cooperatives as well as horticulture, tea and silk value chains

List of IFAD10 projects



COMMUNITY INFRASTRUCTURE DEVELOPMENT

Country	Project
BANGLADESH	<p><u>Coastal Climate Resilient Infrastructure Project (CCRIP)</u> In Bangladesh, Coastal Climate-Resilient Infrastructure Project (CCRIP) aimed at improving the connectivity of remote, poor households in the south-west of the country by making community markets more resilient to flooding, improving their facilities and management, and constructing flood-resistant roads connecting these markets. The project also aimed to empower women by providing employment and training through labour-contracting societies</p>
CHAD	<p><u>Rural Development Support Programme in Guéra</u> The Rural Development Support Programme in Guéra (PADER-G) was implemented in Guéra, Chad, to improve the food security and livelihoods of poor rural households. PADER-G aimed to manage food shortage risk by improving cereal storage among smallholder farmers through the construction and management of community cereal banks</p>
ETHIOPIA	<p><u>The Participatory Small-scale Irrigation Development Programme</u> aimed at improving food security and increasing incomes of beneficiaries by providing access to small-scale irrigation infrastructure systems</p>
MADAGASCAR	<p><u>The Project to Support Development in the Menabe and Melaky Regions (AD2M)</u> in Madagascar sought to improve the well-being of marginalized farmers facing individual and environmental constraints by implementing a multifaceted programme that combined land titling with improved irrigation infrastructure to increase productivity and reduce farmers' susceptibility to weather and climate shocks</p>
PHILIPPINES	<p><u>Irrigated Rice Production Enhancement Project</u> In the Philippines, the Irrigated Rice Production Enhancement Project (IRPEP) was designed to improve rice productivity and smallholder livelihoods in three regions of the Philippines. The project strengthened the canal irrigation infrastructure of communal irrigation systems (CISs), built the capacity of the irrigators' associations that manage the CISs; improved market information; encouraged the collective sale of rice; provided rice-based FFSs; and enhanced emergency rice seed buffer stocks</p>



List of IFAD10 projects

PARTICIPATORY DEVELOPMENT PLANNING

Country	Project
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BOLIVIA

Plan VIDA-PEEP to Eradicate Extreme Poverty

In the Plurinational State of Bolivia, the Plan VIDA-PEEP to Eradicate Extreme Poverty – Phase I: Pilot Project to Strengthen the Capacity of Communities and Families Living in Extreme Poverty in Cochabamba and Potosí was designed to improve the livelihoods of rural households residing in vulnerable municipalities in the departments of Potosí and Cochabamba. It supplied financial support to communities for the implementation of community-based productive investments (PICs), and to municipalities for the realization of production infrastructure projects

BRASIL

Gente de Valor – Rural Communities Development Project in the Poorest Areas of the State of Bahia

The Rural Communities Development in the Poorest Areas of the State of Bahia (Project Gente de Valor, GDV) was designed to strengthen the capacity of rural communities to thrive in the drought-prone environment of Brazil's north-east region through improved access to water, increased productive capacity, and empowerment of participating communities. Using a community-driven development (CDD) approach, GDV contributed to the construction of water-harvesting infrastructure, the development of low-cost backyard gardens, and the promotion of crops and production techniques suitable to the environmental conditions of the region, as well as the introduction of value addition activities

TANZANIA

The Agricultural Sector Development Programme–Livestock (ASDP-L) and Agriculture Service Support Programme (ASSP)

The Agricultural Sector Development Programme–Livestock (ASDP-L) and Agriculture Service Support Programme (ASSP) in Zanzibar, United Republic of Tanzania, were designed with the aim of developing the agricultural production systems, and empowering livestock keepers and farmers in Zanzibar through the provision of capacity-building and training activities offered in the form of farmer field schools (FFSs)



INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>BCBR Management</p> <ul style="list-style-type: none"> • ICM best practice guidelines prepared and disseminated • Formation, training delivered • Distribution of fishing gears and implementation of aquaculture systems <p>Market Focused District & Village Development - Establishment of village</p> <ul style="list-style-type: none"> • Establishment of village enterprise groups • Establishment of Saving Groups and support to save for enterprise groups • Training and technical support for enterprises groups • Production facilities supplied at district and village level • Market Development, Promotion and Value Chain Linkages • Support for marketing & certification <p>Natural Resource level</p> <ul style="list-style-type: none"> • Formulation of plan to increase mangroves • Fishing rules are established 	<ul style="list-style-type: none"> • Saving groups established • Food certificates for health codes and halal issued • Eco-tourism enterprises established • Improved infrastructure and services at village and district level • Increased market participation for enterprise groups • BCBRM groups established and functioning <p>Natural Resource level</p> <ul style="list-style-type: none"> • Dedicated protection areas established and under surveillance • Mangroves planted 	<p>Household level</p> <ul style="list-style-type: none"> • Increased catch • Increased productivity • Increased participation in profitable fish-product markets • ICM best practices adopted • Increased access to credit • Savings increased • Greater income diversity • Increased women's participation in economic activities <p>Natural Resource level</p> <ul style="list-style-type: none"> • Increased stock and size of fish • Increased protected marine area • Reef and coastline rehabilitated 	<p>Household level</p> <ul style="list-style-type: none"> • Increased food security and nutrition • Increased resilience • Increased economic mobility (Assets and Income) • Reduction of poverty <p>Community level</p> <ul style="list-style-type: none"> • Increased social capital <p>Natural Resource level</p> <ul style="list-style-type: none"> • Increased marine diversity and health • Reduced erosion of coastline increased mitigation potential from mangrove
<ul style="list-style-type: none"> • There is demand for training and willingness to form groups and work in groups • There is large potential for improving and expanding fish and marine related economic activities • There is household-level and community-level support for women to engage in processing and marketing of fish and marine products 	<ul style="list-style-type: none"> • Beneficiaries take up the intervention services offered • Training provided is appropriate • No deterrents to mangrove replanting and reef rehabilitation • ICM guidelines are setup and followed 	<ul style="list-style-type: none"> • Beneficiaries take up the intervention services offered • Training provided is appropriate • No deterrents to mangrove replanting and reef rehabilitation • ICM guidelines are setup and followed 	<p>ASSUMPTION</p>

INDONESIA

"The CCDP theory of change envisioned reducing poverty among economically active rural households in coastal communities of eastern Indonesia by increasing beneficiaries' household incomes through increased fish production and productivity (from aquaculture or capture fisheries) and related marketing and resource management activities. To ensure sustainability, marine diversity, and healthy fish stock in fishing grounds, CCDP supported the designation of marine protection areas and the implementation of village-based integrated coastal management (ICM) plans."

Theory of Change ENVIRONMENTAL AND CLIMATE PROTECTION

MEXICO

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS	ASSUMPTION
<ul style="list-style-type: none"> • Technical training and workshops • Social capital and organizational strengthening • Setting up of agroforestry modules • Approval of plant nurseries • Formulation of local development plans, business plans and investment projects • Provision of inputs, equipment and technology for sustainable production and sustainable business 	<p>HH and community level</p> <ul style="list-style-type: none"> • Start-up and approval of micro-enterprises • Legal land titling and increase in land use for agroforestry modules • Investments in productive assets and infrastructure • Agroforestry production and plant nurseries started • Provision of inputs, equipment and technology for sustainable production and sustainable business <p>Environmental level</p> <ul style="list-style-type: none"> • Reduced deforestation • Sustainable development • Conservation of natural resources 	<p>HH and community level</p> <ul style="list-style-type: none"> • Increased income • Increased income diversification • Increased income from business and sustainable forestry and agro-forestry • Increased employment • Improved social and human capital and economic life <p>Environmental level</p> <ul style="list-style-type: none"> • Reduced deforestation • Sustainable development • Conservation of natural resources 	<p>HH and community level</p> <ul style="list-style-type: none"> • Reduced poverty • Increased resilience <p>Environmental level</p> <ul style="list-style-type: none"> • Climate change mitigation • Climate change adaptation 	
<ul style="list-style-type: none"> • Persons without are willing to obtain land titling and use for agro-forestry or forest purposes in protected areas under permit • There is sufficient amount of unused or degraded land that can be used for agro-forestry or forest production under legal permit use • There is sufficient interest in starting up micro or small business enterprises 	<ul style="list-style-type: none"> • Inputs and productive assets are distributed and used for starting or expanding business activities • Community level nurseries are used for agroforestry modules • New pieces of land are brought into production under forest or agroforestry modules • Access to common land is regulated by permits and use of resources made sustainable 	<p>Household level</p> <ul style="list-style-type: none"> • Agroforestry modules are implemented and produce income from use of natural resources • Agribusiness are working providing income to owners and employment <p>Environmental level</p> <ul style="list-style-type: none"> • Permits and regulation increase the forested and green area thus reducing emission of CO2 and biodiversity 		

MEXICO

"DECOFOS was expected to have impacts at the household level by improving their livelihoods through increased income and greater diversification of economic activities related to the sustainable production of timber and non-timber forest products as well as through strengthened social capital. At the environmental level, the project aimed to contribute to climate change mitigation and adaptation through the adoption of agroforestry and good environmental practices as well as through the conservation and valorisation of forest natural resources."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>PUUs created</p> <ul style="list-style-type: none"> Setting and collecting fees Transfer fair legal rights for pasture use to the members <p>Livestock & Pasture Development</p> <ul style="list-style-type: none"> Herders' training in livestock husbandry Provision of higher quality seeds and fertilizers Access to rams for breeding Building and equipment of veterinary clinics Pasture rotation Provision of farming equipment <p>Income Generation for Women</p> <ul style="list-style-type: none"> Poultry packages; Bee-keeping packages; Small ruminant packages; Training on wool processing and kurut production 	<ul style="list-style-type: none"> Legal land rights Established pasture rotation and improved pasture system; Increased land available for sustainable grazing <p>Component 2</p> <ul style="list-style-type: none"> Fodder production thanks to seeds and fertilizers; Reduced incidence of animal diseases. Better water access to livestock <p>Component 3</p> <ul style="list-style-type: none"> Increased women access to income generating activities 	<p>Jamoat-level</p> <ul style="list-style-type: none"> Greater community cohesion Improved pasture Lower disputes and conflicts over land use <p>Household Level</p> <ul style="list-style-type: none"> Increased milk production; Increased livestock productivity; Higher sales, reduction of TC; Increased participation of women in decision making; Reduced reliance on remittances of female headed households 	<ul style="list-style-type: none"> Strengthened social capital; Increased income; Reduced malnutrition; Reduced poverty; Higher women's participation in labour and farm management; Increased access to education for kids; Income and food diversification; Reduced migration or buffer impacts on returned migration; Decreased land degradation and erosion; CC mitigation benefits
<ul style="list-style-type: none"> There is sufficient willingness to participate to the PUUs. Seed and fertilizers can be distributed, and land is available Experts for training are available, and training is set up 	<ul style="list-style-type: none"> PUUs are set up and conduct administrative and management tasks effectively Seeds and fertilizers are distributed and grazing rotation is established Equipment is distributed and water points set up 	<ul style="list-style-type: none"> Markets for livestock and livestock by-products exist and are well functioning. Livestock productivity is increased. Households are able to capture higher gross margins. 	<p>ASSUMPTION</p> <ul style="list-style-type: none"> Reduced land degradation leads to reduced emission of CO2 and to reduced erosion and increased grass production. Thanks to increased production and new microenterprises, incomes are higher and more diversified

TAJIKISTAN

"The project, which was implemented in Khatlon, the poorest region of Tajikistan, comprised three main components: (1) developing institutional capacity at the village level by creating a managerial structure for and social cohesion around managing pasture land through the establishment of pasture user unions (PUUs); (2) improving livestock husbandry practices and increasing livestock feed and livestock production and productivity; and (3) empowering women by providing training and livestock packages specifically to vulnerable female-headed households."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Institutional development</p> <ul style="list-style-type: none"> • Formation of VIGs • Trainings related to agriculture and management <p>Comm. infrastructures/ rural environment</p> <ul style="list-style-type: none"> • Building and upgrade of irrigation, road, drinking water supply and sanitation facilities, biogas digesters • Trainings related to operation, maintenance, and repair <p>Supporting citizenship and social inclusion</p> <ul style="list-style-type: none"> • Trainings related to agricultural extension, niche-crop production, and livestock rearing • Improvement township agricultural stations • Support to cooperatives • Complementary packages for value-chain development 	<ul style="list-style-type: none"> • Comm. Infrastructures • Canals lined, roads paved, water sources built • Farmers trained to maintain facilities • Biogas digesters built, latrines renovated, kitchens built, livestock sheds renovated • Village sanitation facilities built <p>Ag. production</p> <ul style="list-style-type: none"> • Demonstration days for niche-crops held and niche-crop production scaled-up • Breeding stock provided • Farmers trained by gender <p>Ag. marketing</p> <ul style="list-style-type: none"> • Ag. stations built, crop facilities built, coops built, markets built, equip. provided • Farmers admitted to training programs and training, support provided 	<p>Household level</p> <ul style="list-style-type: none"> • Increased input use • Expanded cultivation area • Increased crop productivity • Increased sales of crop (both quantity and value) • Reduced vulnerability to production and climatic shocks <p>AV Level</p> <ul style="list-style-type: none"> • Increased membership and participation in AV activities • Improved management of land and environmental resources • Sustainable agricultural practices maintained 	<p>Household level</p> <ul style="list-style-type: none"> • Increased income • Increased assets • Increased food and nonfood consumption • Improved nutrition and dietary diversity • Improved resilience to production and climatic shocks <p>AV Level</p> <ul style="list-style-type: none"> • Ability to mobilise owned implements • Ability to mobilise additional resources • Ability to expand activities
<ul style="list-style-type: none"> • Sufficient local capacity to form local project offices and deliver project activities • Project support sustained throughout project duration • Close supervision by project staff to ensure project effectiveness • Infrastructures are functioning and well maintained 	<ul style="list-style-type: none"> • Minimal or no catastrophic shocks in project communities and households • Sufficient means to receive information about agricultural production and marketing • Sufficient market activities to sustain the operation of agricultural stations • Sufficient linkages to markets and financial services 	<p>Household level</p> <ul style="list-style-type: none"> • Markets for inputs, credit, and outputs exist and function well with sufficient supply of inputs and credit and demand for agricultural products • No other barriers to improving agricultural outcomes such as weather conditions or crop diseases <p>Community level</p> <ul style="list-style-type: none"> • Sufficient ability to manage AV activities by leaders and members • Sufficient capacity to accumulate and mobilize capital and labour resources for AV activities 	<p>ASSUMPTION</p>

CHINA

"...GIADP aimed to promote cultivation and increase productive capacity of niche cash crops and landrace livestock, increase access to better water management systems for agriculture, boost adoption of sustainable agricultural practices, reduce the transaction costs of accessing markets, raise output prices, and improve beneficiaries' production and market information."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Planning Organization and training of Dairy Groups</p> <ul style="list-style-type: none"> • Dairy groups are formed • Training required identified and organized • Mapping of extension system to connect to groups <p>Technical Support to Dairy Producers programmed</p> <ul style="list-style-type: none"> • Trainings, demonstration and field days identified and planned • Information dissemination plans developed <p>Development of Milk Marketing Chains</p> <ul style="list-style-type: none"> • Developing a low-cost market information system • Set up of dairy information centre • School milk programs developed • Identification of hygienic milk handling needs • Identify needs for milk bulking • Developing program of contractual arrangements to sell milk and dairy products 	<p>Dairy Groups are organized and enterprise skills delivered</p> <ul style="list-style-type: none"> • Extensive training on group organization and management, business skills, development of enterprise plans, and preparation of business proposals eligible for dairy enterprise grants is provided. • Provided training on establishing and maintaining links with input and service providers and output purchasers • Dairy groups are linked to advisory and extension systems • Connection with women and resource-poor farmers established <p>Technical Support to Dairy Producers organized and delivered</p> <ul style="list-style-type: none"> • Trainings and demonstrations to disseminate information about benefits to improving breeds through AI and benefits from animal registration delivered; • Improved husbandry and dairy enterprise management practices, • Improved fodder production and management and supplemental feed use, and animal diseases and disease management <p>Development of Milk Marketing Chains</p> <ul style="list-style-type: none"> • Low-cost market information system set up • Strengthened the Dairy Information Centre, • Linking activities between smallholders and rural finance operators • Capacity built for milk marketing groups • Pilot tested school milk programmes • Performed a study on milk marketing opportunities • Trainings on hygienic milk handling provided • Established milk bulking facilities and other infrastructure (e.g., cooling facilities) • Training and demonstrations on dairy goat production and marketing, as well as procurement and distribution of dairy goats to resource-poor smallholders delivered • Developed and improved contractual arrangements 	<p>Organization and Enterprise Skills of Dairy Groups</p> <ul style="list-style-type: none"> • Dairy groups with financially viable and sustainable business plans, and the ability to develop and successfully obtain external grant funds. • Transactions costs and input costs reduced, and output prices potentially increased. • Dairy group members, including women and resource-poor farmers, increase knowledge on dairy production and markets, leading to higher and more stable milk production and to lower transactions costs of participating in markets. <p>Technical Support to Dairy Producers</p> <ul style="list-style-type: none"> • Better-bred dairy cows, leading to higher milk per cow and total output . • Greater production and better management of fodder and feed, leading to lower costs of milk production and greater stability in milk output throughout the year • Healthier cows producing more milk. • Better overall management practices, leading to greater production and potentially lower costs of production. • More milk to meet household needs and to participate year-round in the milk market <p>Development of Milk Marketing Chains</p> <ul style="list-style-type: none"> • Reduced transactions costs of participating in the market. • Increased size of the market. • Increased quality of milk in the market, increasing value added and potentially leading to higher prices for smallholders. • More effective contractual arrangements increases the quantity of milk in the market throughout the year. • Increased participation in the dairy goat milk market by women and resource-poor smallholders 	<ul style="list-style-type: none"> • Higher net milk incomes, though increased production and productivity per animal, reduced input costs, reduced transactions costs, and potentially higher farmgate milk prices. • Greater participation by women and resource-poor farmers in milk markets and as leaders in dairy groups, • Increased food security. • Higher net dairy incomes,; • Stability of milk production and sales throughout the year. • Trainings on hygiene increases milk safety for consumers

Component 1

- Dairy group members were able to successfully understand the training materials and translate that knowledge into business plans and proposal writing.
- Real business opportunities that relatively small and resource-poor dairy groups could take advantage of.
- Access to milk markets and market players can be increased by knowledge gained in training

Component 2

- Quality AI seed is available, and that farmers see the value in improving breeds, which provides delayed benefits.
- Limited opportunity costs associated with fodder being put to other uses, and that options for extending forage availability throughout the year (e.g., storage) are profitable.
- Information on disease management and access to revolving funds are sufficient to address substantial issues with tickborne disease control.
- Training materials contain relevant and understandable information that farmers can apply in practice.
- Market linkages are established (e.g., through the dairy groups), and transaction costs are sufficiently lowered

Component 3 :

- Farmers and other market players can access new information sources, and that information is relevant and understandable.
- Scope for expanding the milk market. External evidence suggests there is such scope.
- Knowledge is disseminated and there is sufficient access to technologies and infrastructure throughout the entire value chain
- Contract terms are currently inefficient and there is scope to make improvements.

ASSUMPTION**KENYA**

"...the SDCP aimed to establish sustainable dairy enterprises, enable group members to obtain financial services, reduce transaction and input costs, raise output prices, and increase beneficiaries' production and market knowledge."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Inclusive value chain development</p> <ul style="list-style-type: none"> Establish contractual agreements between producer groups and agribusinesses Establish business to business linkage facilitation e.g. link small traders with large traders Strengthen institutional capacity by providing market information, support services, and infrastructures e.g. collection centers, cold storages Provide capacity and skill development trainings to producers e.g. credit mobilization, business literacy Assure gender and social representativeness Provide awareness trainings on social inclusion and gender balance <p>Service market strengthening</p> <ul style="list-style-type: none"> Provision of technical training and market information to service providers e.g. agrovets, trader associations 	<ul style="list-style-type: none"> Value chain for high-value agricultural products established and strengthened Contractual agreements between producer groups and agribusinesses signed Small and large traders linked Market infrastructures such as storage and processing facilities established or upgraded Regular market information delivered to producers Women's and marginalised groups' participation in high-value agricultural production increased Service providers' capacity strengthened Service providers' knowledge of market conditions improved 	<p>Household level</p> <ul style="list-style-type: none"> Higher yields of crops and livestock produced Higher values of crops, livestock and livestock products sold Increased agricultural employment Reduced vulnerability to production and climatic shocks <p>PO level</p> <ul style="list-style-type: none"> Increased number of small-scale producers and traders in local markets Increased volume of transactions in local markets Increased participation of women and marginalized people in social functions Increased number of storages accessible to farmers 	<p>Household level</p> <ul style="list-style-type: none"> Increased agricultural productivity Increased income Increased assets Greater empowerment of women and marginalized groups Improved food security and dietary diversity Improved resilience to production and climatic shocks Differential migration and remittance levels <p>PO level</p> <ul style="list-style-type: none"> Improved market access Improved service and infrastructure access Enhanced local agribusiness capacity Improved local food economy Enhanced social capital
<p style="text-align: center;">ASSUMPTION</p> <p>Household level</p> <ul style="list-style-type: none"> Markets for inputs, credit, and outputs exist and function well. Farmers face no other barriers to improving agricultural outcomes such as weather conditions or crop diseases. <p>PO level</p> <ul style="list-style-type: none"> Land formalization reduces transactions costs of investing in production capital. The project's implementation agency is able to provide reasonable and sufficient support to POs. 			

NEPAL

"HVAP promoted inclusive value chain development by strengthening the local capacity of POs related to seven high-value agricultural commodities: apple, ginger, vegetable seeds, off-season vegetables, turmeric, timur (Sichuan pepper) and meat goats."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Degrassive subsidy • Input and support packages provided to POs • Agricultural and management training delivered to PO members • Strengthening of market linkages • Linkages between POs and commercial traders strengthened through established contractual agreements • Improved infrastructure • Paving and rehabilitation of rural roads • Building and development of storage facilities • Introduction of postharvest management system • Installation of irrigation systems and lining of canals 	<ul style="list-style-type: none"> • Farmers trained on production technologies and techniques • Farmers trained on marketing techniques • Farmers received infrastructures and packaging materials for post-harvest management • Farmers received support from Family Farm consultants • POs linked to market operators who buy harvest • Rural roads paved and rehabilitated • Storage facilities built and developed • Post-harvest management system introduced • Irrigation systems installed and canals lined 	<p>Household Level</p> <ul style="list-style-type: none"> • Increased use of high quality inputs • Increased use of small mechanization • Increased market access • Increased access to information on farming practices • Increased productivity and profitability <p>PO Level</p> <ul style="list-style-type: none"> • Increased institutionalization • Lasting commercial arrangements are established 	<p>Household Level</p> <ul style="list-style-type: none"> • Increased income and expenditures • Increased food security • Increased resilience • Reduced post-harvest risks • These impacts also materialize for women and youth <p>PO Level</p> <ul style="list-style-type: none"> • Ability to link to markets increased • Ability to mobilise financial resources increased
<ul style="list-style-type: none"> • There is room to increase productivity by improving access to inputs and training • There is sufficient commercial demand for PO produce • Existing public deliverers of extension services have competencies and capacity to support POs 	<ul style="list-style-type: none"> • Family farm consultant can improve farmer competencies • Farmers adopt production technologies as a result of training effectively • Inputs and materials are available and appropriate for context • Linkages to commercial buyers are effective 	<p>Household Level</p> <ul style="list-style-type: none"> • Farmers are capable of reimbursing subsidy (major condition for renewed support from PAFA) • Markets for inputs, credit, output, etc exist and function well • Farmers face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. <p>PO Level</p> <ul style="list-style-type: none"> • Sufficient ability to govern the POs by members • Reasonable and continuous support to POs by national and local government 	<p>ASSUMPTION</p>

SENEGAL

"PAFA intervened at various stages of the value chain. The project consisted of five components: (1) agricultural diversification and access to market contracts, (2) development and structuring of specific local value chains through consultation among stakeholders to address the most pressing issues hampering the development of the value chains, (3) national consultation, knowledge management and project coordination to promote dialogue between stakeholders in the agricultural sector and state actors, (4) climate change adaptation to strengthen the resilience of households and their factors of production, and (5) rural finance support services to improve smallholder farmers' access to financing."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Family Plantations Development</p> <ul style="list-style-type: none"> Creation, rehabilitation (through pruning, grafting, replanting), densification and improvement of plantations (2200 ha cacao, 320 ha café, 10 ha pepper) Provision of plantations equipment and organic material (cacao, café, pepper, Flemingia), by sex and age group Integration and training of new farmers Provision of technical trainings to farmers on improved and organic techniques as well as economic management <p>Producer's Associations strengthening</p> <ul style="list-style-type: none"> Realization of rural economic infrastructure (roads, driers, storages, fermentation boxes, irrigation), provision of tracked vehicles Cooperatives and PA's creation and consolidation through capacity and skills development trainings on financial and administrative mgmt, strategic planning, trade strategies, international exchanges, juridical and commercial support 	<p>Household level</p> <ul style="list-style-type: none"> Plantations rehabilitated (number of plantations/gender ratio; hectares) and new plantations successfully installed Farmers are professionalized from trainings provided HH have durable access to low-cost and effective microirrigation techniques Production capacity of rural actors is reinforced <p>PA's level</p> <ul style="list-style-type: none"> Rural infrastructure is built or upgraded Producers associations and cooperatives are provided with technical-economic administrative management, methodological and strategic leadership support Market information is delivered to producers associations Increased number of storages accessible to farmers 	<p>Household level</p> <ul style="list-style-type: none"> Increased cultivation areas Improved irrigation Reduced vulnerability to production, market and climatic shocks <p>PA's level</p> <ul style="list-style-type: none"> POs have an increased mastery and awareness of the national juridical framework Improved management and transparency at PO and cooperatives level Increased number of small scale producers and traders accessing local markets Increased participation of women and young people within POs 	<p>Household level</p> <ul style="list-style-type: none"> Increased and/or stable agricultural production (Higher yields of crops produced) Increased and/or stable income/increased assets Increased resilience to market and climate related shocks droughts Improved dietary diversity and food security Gender empowerment <p>PA's level</p> <ul style="list-style-type: none"> Improved market access of producers associations Improved local food economy Greater empowerment of women leaders within POs Financial and economic sustainability and profitability of POs within cooperatives
<p>ASSUMPTION</p> <ul style="list-style-type: none"> No loss of stocks due to plunder, pests or any other damage Stable political situation Markets for inputs, credit, output, etc. exist and function well Farmers face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. There are no major security issues 			

SAO TOME AND PRINCIPE

Sao Tome and Principe: "PAPAFPA and PAPAC sought to improve the livelihood of the rural poor by reducing food insecurity and increasing household revenues... The two projects supported the development of family plantations in sustainable niche value chains for organic, high-quality quality cacao, coffee, and pepper. Thanks to the provision of farm inputs and expert consultations on organic production techniques, farmers were expected to increase the quantity and quality of their production. Moreover, contractual agreements between project-created cooperatives and international buyers were expected to establish minimum guaranteed prices, thus protecting farmers from fluctuations in commodity prices

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Coffee Development</p> <ul style="list-style-type: none"> Cooperative management training and supervisory services Planting materials Planting new coffee trees Research activities Farmer Field Schools Processing and marketing Certification <p>Horticulture Development</p> <ul style="list-style-type: none"> Financial capital Encouragement to apply Project proposal writing Financial advisory services Farmer Field Schools Post-harvest handling and marketing Market linkages Certification <p>Financial Services</p> <ul style="list-style-type: none"> Loans and Performance-based Matching Grants Conditional post-investment support 	<p>Coffee Development</p> <ul style="list-style-type: none"> Improved cooperative governance practices Increased aggregation and processing of coffee cherries Higher CWS utilization rate Increased quality of coffee sold <p>Horticulture Farmer Level</p> <ul style="list-style-type: none"> Increased participation in financial institution Increased equity investment in horticulture Increased productive assets Increased hired labour 	<p>Coffee farmer Level</p> <ul style="list-style-type: none"> Increased satisfaction with cooperative performance Increased trust in cooperative leadership Increased coffee production Increased coffee quality Increased coffee price Increased access to markets <p>Horticulture Farmer Level</p> <ul style="list-style-type: none"> Increased horticulture production Increased horticulture sales Increased prices of horticultural produce 	<p>Household level</p> <ul style="list-style-type: none"> Increased income Increased assets Increased food security Increased dietary diversity/nutrition Increased resilience
<p style="text-align: center;">ASSUMPTION</p> <ul style="list-style-type: none"> Markets for inputs, credit, output, etc. exist and function well Farmers face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. Sufficient ability to govern the cooperatives by members Reasonable support to cooperatives by national and local government 			

RWANDA

"The Rural Income through Exports (PRICE) project in Rwanda is a rural agricultural commercialization project that aimed to achieve sustainable increased returns to farmers from increased participation in export-driven value chains. This goal was to be accomplished by increasing production volumes and quality of cash crops, including coffee and horticulture, through a variety of interventions."



INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Roads</p> <ul style="list-style-type: none"> Build and upgrade climate resilient roads, bridges and culverts <p>Market</p> <ul style="list-style-type: none"> Build/improve climate resilient physical markets and their facilities Restructure financial management of markets and build capacity of Market Management Committees Provide information on farming practices, prices, and weather through radio service <p>Women</p> <ul style="list-style-type: none"> Form and train Labour Contracting Societies (LCS) on construction and other income generating activities Contract LCS members to conduct road and market construction works <p>Climate Change</p> <ul style="list-style-type: none"> Build/improve cyclone shelters, upgrade access tracks Build community disaster preparedness cap. building 	<ul style="list-style-type: none"> Improved household connectivity: schools, hospitals, financial services, support services, etc. Improved farm connectivity: input and output suppliers and markets, technology/ facilities, other ag. services such as livestock vaccination. Better managed, more vibrant markets with more buyers and sellers, Sustainably structured market management and lease payment systems More climate resilient road and market infrastructure Increased employment and income generating capacity of women Improved capacity to rehabilitate infrastructure after shocks Improved access to climatic shock protection 	<ul style="list-style-type: none"> Higher education enrolment rates, reduced illness, better social security, etc. Higher crop productivity and quality from improved input and financial service access More diverse crop production from improved input and financial service access Higher volume of goods sold and profits from sale from higher productivity and crop quality, reduced transport costs, value chain inclusion and better prices from better functioning markets. Livelihoods less affected by climate stresses and shocks Diversified household income from improved income generating capacity of women Increased bargaining power of women due to improved income generating capacity 	<ul style="list-style-type: none"> Increased sustainably and smoothed income Increased stability and resilience of livelihoods Increased household and productive asset ownership Increased food security Empowerment of women
<ul style="list-style-type: none"> There is sufficient demand and institutional support for the activities There are no issues with acquiring land or other materials for the work Women are willing and able to work in LCS 	<ul style="list-style-type: none"> Roads, markets and shelters are well placed and well-designed Training for LCS is suitable 	<ul style="list-style-type: none"> Farmers face no other barriers to their productivity or their market participation – lack of labour, lack of capital etc. Income generating capacity is the only barrier to women’s empowerment, they face no other barriers 	<p>ASSUMPTION</p>

COMMUNITY INFRASTRUCTURE DEVELOPMENT

BANGLADESH

CCRIIP aims to increase the incomes of beneficiaries by improving their access to markets for selling their goods and purchasing inputs. In the project areas, market access is poor, especially during the monsoon season, when markets and roads become flooded and unusable. To address this challenge, the project improves community markets by installing raised areas and drainage systems to prevent flooding, provides facilities such as toilets and river docks, and provides training to market management committees. In addition, the project constructs flood-resilient roads that are raised and lined with vetiver grass.¹¹

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> Cereal Banks Construct and rehabilitate cereal banks of which 20 for women Establish and train management committees of cereal banks Credit and financial services Conduct awareness campaigns Farmers Organizations -Capacity strengthening for farmers organizations Domestic Water and Sanitation -Construct and rehabilitate domestic water access and sanitation infrastructure Road Infrastructure Construct rural roads 	<ul style="list-style-type: none"> Cereal bank (storage house for cereals or "Banque de Soudure") constructed Management Committees of cereal banks established and trained Increased number of women trained Initial endowment of cereal stock stored in cereal banks Cereal stock distributed to households during lean season 	<ul style="list-style-type: none"> Increased quantity of stored food during lean season Increased duration of food crop storage Cereal production and productivity increased Increased diversification of agricultural production Reduced agricultural market participation Increased participation in low-paying seasonal work Seasonal labor migration reduced 	<ul style="list-style-type: none"> Household level Increased household income Increased food security and dietary diversity Increased 'welfare' including health and leisure Enhanced social status of women Increased resilience Village Level Strengthened community cohesion Volatility of cereal prices reduced
<ul style="list-style-type: none"> Village is able to secure land to build cereal bank infrastructure There is sufficient demand for training (for management committees of cereal banks) There is sufficient qualified labour available to construct cereal bank infrastructure Society accepts construction of infrastructure that is exclusively for women to develop plans for project development Financial support to buy required implements and inputs 	<ul style="list-style-type: none"> Sufficient initial social cohesion in village so that people can work together Community cereal banks are managed efficiently Training is appropriate and will lead to adoption Necessary inputs are available to ensure farmers can take advantage of the PADERG interventions 	<ul style="list-style-type: none"> There is no extreme weather shock (e.g. drought) or external price shock No loss of stock due to plunder, pests or any other damage Villagers invest gained time in agricultural production Stable political situation There are no major security issues 	<p>ASSUMPTION</p>

CHAD

"The main logic of PADER-G is that provision of cereal banks would smooth grain consumption and reduce food insecurity among beneficiary farm households by allowing them to borrow stored grain from the cereal bank during the lean season, when grain availability is low and food prices are highest."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>SSIS Development</p> <ul style="list-style-type: none"> Investment in small-scale irrigation schemes Improve scheme-to market access roads <p>Institutional Development</p> <ul style="list-style-type: none"> Formation of water user associations (WUA's) Training of WUA leadership on water management and distribution Inclusion of women <p>Agricultural Development</p> <ul style="list-style-type: none"> Strengthen agricultural support services Provide agricultural capacity building and training services Promote seed production systems Improve post-harvest management Promote home gardens for women Training on watershed based soil and water conservation 	<ul style="list-style-type: none"> Small-scale irrigated agriculture expanded and regular water supply provided WUAs established and empowered to effectively operate and maintain irrigation infrastructure Effectiveness and accessibility of extension services improved Farmers trained on seed production systems, postharvest management, and watershed-based soil and water conservation measures Market linkages of farmers strengthened through the rehabilitation of market access roads Women's participation in WUAs and income generating activities enhanced 	<p>Household level</p> <ul style="list-style-type: none"> Increased input use and adoption of new agricultural technology Increased agricultural productivity Expansion of cultivation areas and crop rotations Increased crop production and higher yields of crop Increased higher-valued crops cultivation Increased agricultural diversification Increased market participation <p>PA Level</p> <ul style="list-style-type: none"> Increased membership and participation Sustained management structure Collection and adequate management of water user fees Increased involvement of women in WUAs 	<p>Household level</p> <ul style="list-style-type: none"> More stable and increased household income Increased asset accumulation and savings Increased food security / nutrition Higher ability to adopt risk coping and risk management strategies Increased resilience against negative shocks <p>PA Level</p> <ul style="list-style-type: none"> Ability to mobilise owned implements Ability to mobilise additional resources Ability to expand activities
ASSUMPTION			
<ul style="list-style-type: none"> Farmers are willing to form WUAs and participate in construction and maintenance of SSIS Farmers are willing to participate in capacity building activities Proven and acceptable technology and approaches are available Local extension agents are properly trained 	<ul style="list-style-type: none"> Extension services are effective Training is appropriate and will lead to adoption. Inputs are available to take advantage of water availability WUAs and local institutions can effectively manage SSIS 	<p>Household level</p> <ul style="list-style-type: none"> Markets for inputs, credit, output, etc exist and function well Farmers face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. <p>PA Level</p> <ul style="list-style-type: none"> Sufficient ability to govern the WUAs by members SSIS is technically simple and its operation and maintenance arrangements is within the competence of the WUA 	

ETHIOPIA

"The small-scale irrigation schemes, along with the other capacity-building and training activities, were expected to help beneficiaries increase household consumption, achieve higher and more stable incomes by increasing agricultural production, and improve their resilience to shocks by allowing them to better cope with and recover from negative shocks."

Theory of Change **COMMUNITY INFRASTRUCTURE DEVELOPMENT**

MADAGASCAR

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Irrigation infrastructure to build and/or rehabilitate are identified • Planning and organization of capacity building through workshops and demonstration sites, identification of the sites • Analysis and assessment of roads and water transport infrastructure to build, project development 	<ul style="list-style-type: none"> • New and rehabilitated irrigation infrastructure is completed • Capacity is built through workshops • Demonstration sites and training on sustainable land management are conducted • Rural roads and water transport infrastructure are constructed • Community land use maps and agricultural development plans are completed 	<ul style="list-style-type: none"> • Improved communal natural resource management • Farmers increase investment in sustainable land management practices • More farmers participate in second and third crop season, intensifying land use • Households have more diverse agricultural production and income • Households have greater marketable surplus • Increased land productivity through better soil quality, reduced erosion and better water management 	<p>Support local governance</p> <ul style="list-style-type: none"> • Improve community-level land use and management • Increase yields from certified land • Increase in soil and management practice under certified land • Higher and more stable farmer incomes <p>Support for the sustainable development of the productivity base</p> <ul style="list-style-type: none"> • Higher and more stable farmer incomes • Present and future households welfare gains
<p>COMMUNITY INFRASTRUCTURE DEVELOPMENT</p> <ul style="list-style-type: none"> • Low rice yields, despite favourable water resources • Low adoption of new crop varieties • Heavy household reliance on rice as staple • Sustained degradation of natural resource base • Transportation and market infrastructure • Land administration offices are created • Financial support and training are sufficient to ensure sustainable land management. • Training and land use tools are adapted to existing and new institutions • Information campaign informs farmers on how to obtain certificates • Quality of irrigation infrastructure and regulation of irrigated areas lead to stable irrigation water and increase rice yields. • Training provides farmers with sufficient information to profit from wider range of crop outputs and markets • Increase in yields and production are enough to cover household needs, and farmers are incentivized to increase their marketed surplus through marketing infrastructure • Tree seedlings are protected through reforestation activities, training increases knowledge of the benefits of sustainable land management and certification, and communal management incentivizes farmers to adopt soil and land management practices on the farm 			
<p>ASSUMPTION</p>			

MADAGASCAR

"The project's theory of change centered on two components: (1) support for local governance and land tenure security, and (2) support for sustainable development of the productive base... With the second component, the project built new irrigation infrastructure and rehabilitated existing irrigation infrastructure."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> • Rehabilitation of CIS • Investment in canal infrastructure conducted • Improved water delivery and expansion of area • Strengthening of Irrigation Association • Strengthening of IA rules • Training of IA leadership • Inclusion of women • Farmer capacity building • Training on water and crop management and provision of buffer stocks • Improvement of post harvest management 	<ul style="list-style-type: none"> • CIS area expanded and timely water delivery to farmers improved • Irrigation associations are established and functioning with greater membership including women • Farmers trained on water management and in new rice production technologies and techniques • Availability of seeds during natural disasters is improved • Farmers provided with information and skills on post-harvest management • Solar dryers, storage warehouses and other post-harvest facilities are established 	<p>Household level</p> <ul style="list-style-type: none"> • Increased and more efficient input use • Two season planting and harvesting are achieved • Increased rice productivity • Increased rice market participation • Increased rice profitability <p>IA level</p> <ul style="list-style-type: none"> • Increased membership and participation • Sustained management structure • Collection and adequate management of water user fees • Increased involvement of women in IAs 	<p>Household level</p> <ul style="list-style-type: none"> • Increased income • Increased food security/nutrition • Increased resilience of production • Empowerment of women • Increased schooling <p>IA level</p> <ul style="list-style-type: none"> • Ability to mobilise IA owned implements • Ability to mobilise additional resources • Ability to expand activities
<ul style="list-style-type: none"> • There is room to improve canal infrastructure • There is sufficient support for the establishment of IAs • There is sufficient demand for training and other supports 	<ul style="list-style-type: none"> • Engineers can improve infrastructure • IAs can effectively manage CIS • Training is appropriate and will lead to adoption • Inputs are available to take advantage of water availability 	<p>Farm level</p> <ul style="list-style-type: none"> • Markets for inputs, credit, output, etc. exist and function well • Farmers face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. <p>IA level</p> <ul style="list-style-type: none"> • Sufficient ability to govern the IAs by members • Reasonable support to IAs by national and local government 	<p>ASSUMPTION</p>

COMMUNITY INFRASTRUCTURE DEVELOPMENT

PHILIPPINES

"IRPEP's work to rehabilitate irrigation canals was expected to expand the amount of land covered by the systems and to improve the quantity, reliability and timely delivery of water supply, particularly during the dry season. Consequently, farming activities were expected to increase and become more efficient, stimulating increased productivity and marketable surplus, leading to increased income from crop sales and food security. Marketing support was also expected to facilitate increased income from crop sales."

Theory of Change PARTICIPATORY DEVELOPMENT PLANNING

BOLIVIA

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Community capacity building</p> <ul style="list-style-type: none"> Participative Community Planning and gender inclusion Technical assistance in elaborating project proposals Community training and exchanges of experiences <p>Financing investments in agriculture</p> <ul style="list-style-type: none"> Improved/certified seeds and seed multiplication Agricultural tools and equipment and facilities Defensive walls Irrigation systems Development plans to obtain seeds and crops, new breeds, or additional cattle units developed and is approved <p>Supporting citizenship and social inclusion</p> <ul style="list-style-type: none"> Free provision of ID cards and birth certificates Support in the acquisition/actualization of legal status and fiscal code 	<ul style="list-style-type: none"> Community groups are created/strengthened Community members are trained and knowledge is transferred to them Intercommunal projects are planned, financed and executed New breeds/ heads of cattle are distributed New crops/varieties are distributed Seed supply and quality is improved Harvest storage facilities and livestock sheds and corrals are created Availability of land is increased Availability of water is improved Individuals receive citizenship rights, and communities acquire/actualize legal status and fiscal code 	<p>Household level</p> <ul style="list-style-type: none"> Increased crop and livestock productivity Increased crop and livestock diversification Increased production of milk and livestock by-products Increased sales of crops and livestock products Increased gross margins Livestock number is increased Number of cultivated plots is increased <p>Community level</p> <ul style="list-style-type: none"> Strengthened social capital Greater cohesion and trust Increased women participation in community decision-making and planning 	<p>Household level</p> <ul style="list-style-type: none"> Increased income diversification Increased income Increased assets Improved dietary diversity and food security Increased resilience <p>Community level</p> <ul style="list-style-type: none"> Empowered communities and community members Improved local management
<ul style="list-style-type: none"> Persons without documents are willing to change their status There is sufficient demand for technical assistance and training Communities are willing to develop plans for projects in a participatory manner Financial support to communities projects can be granted and timely disbursed Projects required implements and inputs are available and can be timely delivered 	<ul style="list-style-type: none"> Technical assistance and training is appropriate and lead to project financing Intercommunal projects are executable Inputs are available and can be used to take advantage of realized investments Community level facilities for crop storage and livestock can be accessed and properly utilized 	<p>Household level</p> <ul style="list-style-type: none"> Markets for crop and livestock output exist and function well Households face no other barriers to improving productivity such as land access, soil quality, capital, weather conditions etc. <p>Community level</p> <ul style="list-style-type: none"> Local markets are able to capture and take advantage of their social capital and improved economic conditions Access to additional financing is available and communities face no other constraint in accessing it 	<p>ASSUMPTION</p>

BOLIVIA

"By financing rural development projects, Plan VIDA aimed to address extreme poverty in rural areas of Bolivia by ultimately increasing households' income and asset wealth. In order to achieve its impact, the project adopted a participatory planning approach through which neighbouring communities could form a group and cooperate to choose their own development pathway based on the communities' productive potential, economic interest and cultural inclination."

INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Component 1: Human and Social Capital Development</p> <ul style="list-style-type: none"> • Capacity development/ strengthening of local organizations for project delivery • Provisions of kits for social and organizational activities • Identification and capacity strengthening of Women & Youth for leadership roles as Social Development Agents (ADS) • Formation and capacity development of community groups to implement projects • Implementation of Rapid Participatory Diagnostic (DPR) with groups to identify activities to be tackled • Provision of financial support for social & productive investments in value chains (Both components) <p>Component 2: Productive and Market Development</p> <ul style="list-style-type: none"> • -Conducting of Agroecological trials on existing and new crops • . Provision of technical assistance and good practices to farmers on backyard gardens • . Strengthening of value chain • . Training for youth to serve as youth agents (ADS), and on technical skills • . Construction of improved water infrastructure for crop and livestock production, and human consumption (cisterns and barreiros). • . Provision of bio-digesters, cook-stoves, seedling, and other support to ensure environmentally friendly practices and minimize environmental degradation 	<p>Community strengthening</p> <ul style="list-style-type: none"> • Management and delivery capacity of local organizations strengthened • Human capital developed through capacity building and technical assistance to groups • Infrastructure and kits for social and cultural activities delivered to communities <p>Group and Household Productive Capacity</p> <ul style="list-style-type: none"> • Viable agricultural and nonagricultural groups cooperatives, associations are established and strengthened • New techniques for improvement of locally suitable crops and livestock are exposed and adopted • Water infrastructure (cisterns e barreiros) for productive use in crop and livestock production (segunda agua) constructed and management capacity created • Value addition units – processing and marketing (unidades de beneficiamento) installed and operating • Good practices – natural resource management practices disseminated and adopted by households • Efficient and diverse household backyard gardens supported • Ecologically suitable and traditional crops adopted by households 	<p>Household level</p> <ul style="list-style-type: none"> • Increased and more efficient use of water for human consumption, and productive ends from improved cisterns • Increased production and diversity of crops from backyard gardens (vegetables, fruits, etc.) for home consumption and sale • Improved sanitation, animal health, herd quality, and marketing prospects • Improved household incomes from value addition activities (beneficiamento) • Reduced vulnerability to shocks through diversification of crops and activities • Reduction in the time spent in labour-intensive activities (fetching water, uricuri processing) resulting from improved access to water and processing techniques • Improved overall quality of life (nutrition and health) brought by production value addition techniques, and water availability <p>Community Level</p> <ul style="list-style-type: none"> • Increased organizational capacity of community organizations and groups • Increased involvement of women and youth in community decision making • Increased adoption of promoted crops/livestock, and agro-ecological practices • Reduced environmental degradation • Improved sales from produce by community groups • Improved water availability, user efficiency and management • Increased participation of women and youth in leadership positions • Increased employment opportunities (specifically for youth) 	<p>Household/Individual level</p> <ul style="list-style-type: none"> • Increased household income • Increased food security and dietary diversity • Increased 'welfare' including health and leisure • Enhanced social status of women • Increased resilience <p>Community Level</p> <ul style="list-style-type: none"> • Greater empowerment and skills to mobilize people / resources to meet new & existing community needs • Enhanced identity, self-esteem, and leadership strengths by women and youth • More environmentally and economically sustainable economic groups • Enhanced capacity to capitalize on opportunities emerging for agricultural and non-agricultural sectors • Increased participation and coordination with government actors and private sector

Theory of Change PARTICIPATORY DEVELOPMENT PLANNING

BRAZIL 2/2

PARTICIPATORY DEVELOPMENT PLANNING			ASSUMPTION
<ul style="list-style-type: none"> Local organizations have a minimum standard to meet formalization criteria There is demand among community groups for project activities Communities and households are open to adopt alternative practices There is sufficient demand for technical assistance and training Communities are willing to develop plans for projects in a participatory manner Financial support to communities projects can be granted and timely disbursed Projects required implements and inputs are available and can be timely delivered 	<ul style="list-style-type: none"> Organizations have capacity to deliver training and technology transfer Groups and households are willing to adopt technologies and change water use practices Training and technologies proposed are appropriate and will lead to adoption Intercommunal projects are executable Inputs are available and can be used to take advantage of realized investments Community level facilities for crop storage and livestock can be accessed and properly utilized 	<p>Household level</p> <ul style="list-style-type: none"> Markets for inputs, finance, and outputs, exist and function well Consumption patterns will adjust to greater production diversity and income There is enough demand for generated surplus of crop output and the new products introduced in quintais produtivos and through value addition Households will adopt alternative and new technologies <p>Community Level</p> <ul style="list-style-type: none"> There is sufficient level of support to community groups There are emerging opportunities for groups and individuals to use the acquired skills beyond the project through employment or resource management in new initiatives 	

BRAZIL

“GDV beneficiaries engaged in participatory planning focus groups that helped identify needed interventions, such as the construction of household and community cisterns. Local groups were formed and trained in how to manage projects and collaborate with government officials. To foster inclusive engagement in project implementation, GDV encouraged young people and women to take leadership roles within the groups. This CDD approach was meant to promote community empowerment, active collaboration by beneficiaries, and ongoing grassroots mobilization.”



INPUT & ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>FFS</p> <ul style="list-style-type: none"> • Sensibilisation meeting for the formation of new FFS • Recruitment and training of FFS facilitators • Participatory Diagnostic Assessments • Development of the curricula 	<ul style="list-style-type: none"> • Establishment and strengthening of District Farmer For a • Formation of FFS groups (mostly women) 	<ul style="list-style-type: none"> • Investment in packaging processing and marketing activities • Adoption of improved practices • Knowledge acquired in improved practices • Diffusion of knowledge to neighbours. <p>Formation of spillover groups</p>	<p>INITIAL IMPACTS</p> <p>Increase in farming and livestock production</p> <ul style="list-style-type: none"> • Rise/control over profits increase in assets and control over resources <p>Greater resilience</p> <ul style="list-style-type: none"> • More diversified production less vulnerable to shocks <p>Greater access to market</p> <ul style="list-style-type: none"> • Move favourable price • Greater access to inputs • Increase in the share of production sold on markets <p>FINAL IMPACTS</p> <p>Improved in well being</p> <ul style="list-style-type: none"> • Rise/control in income and expenditure <p>Food security</p> <ul style="list-style-type: none"> • Dietary diversity <p>Empowerment</p> <ul style="list-style-type: none"> • Greater political influence (increase leadership and decision-making) • Women empowerment

Theory of Change PARTICIPATORY DEVELOPMENT PLANNING

TANZANIA 2/2

PARTICIPATORY DEVELOPMENT PLANNING		ASSUMPTION	
<ul style="list-style-type: none"> Farmer are willing to participate and FFS facilitators are available -Timely resources are available in the schools Farmers are able to participate due to gender, poverty and cultural norms Farmers are able to participate to training throughout the whole season 	<ul style="list-style-type: none"> FFS curricula is relevant and consistent with the needs and opportunities of the local environment and participants FFS facilitators have the ability to communicate farming and livestock concepts 	<ul style="list-style-type: none"> Farmers are convinced of the relative benefits of FFS practices The relative costs of inputs are favourable - FFS are synchronized with planting season Receptive social networks exist in the village FFS participants are geographical close to other farmers Farmers convinced other will do the same 	<p>INITIAL IMPACTS</p> <ul style="list-style-type: none"> DDS effective in lobbying for FFS - members Women do not face discrimination Practices and technologies taught in FFS are appropriate and work No diverging institutional incentives and objectives occur No conflicting agricultural policies are implemented Market exist & function Contracts are fair across VC actors <p>FINAL IMPACTS</p> <ul style="list-style-type: none"> Farmers do not face unfavourable prices No major environmental factors prevent progress made from this project

TANZANIA

"The Farmer Field School (FFS) method is a participatory approach that uses trainers to facilitate farmers' learning and problem solving and to promote new techniques... The FFSs were expected to lead beneficiary farmers to acquire knowledge and adopt improved practices and marketing. Farmers' acquired knowledge would spill over into local communities through farmer-to-farmer knowledge sharing. The adoption of improved practices would contribute to increases in crop and livestock productivity and consequently raise farmers' agricultural income."



Investing in rural people

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