

IOE



Investing in rural people

Independent Office of Evaluation



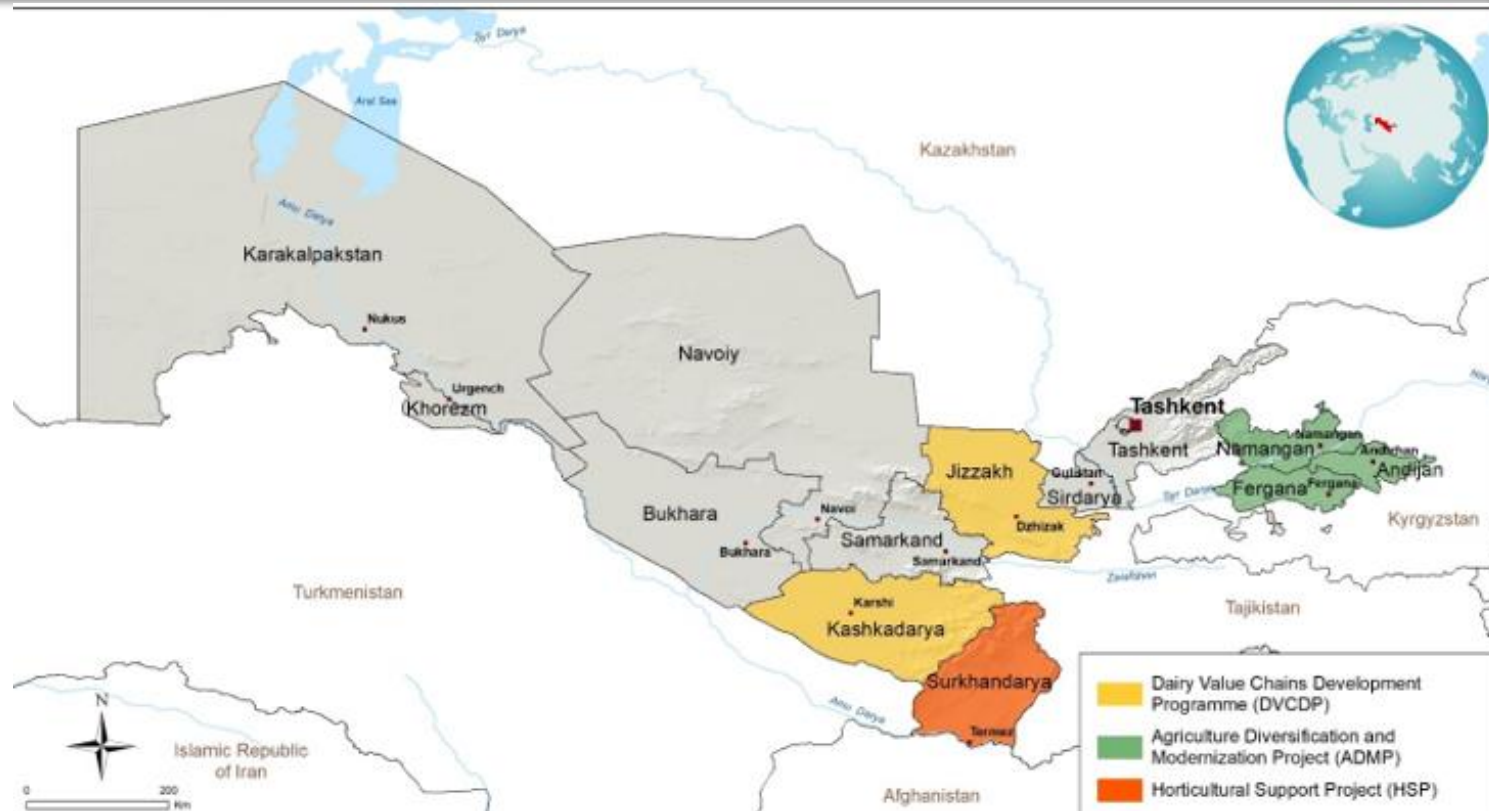
Virtual
national
workshop

Evaluation of IFAD Country Strategy and Programme in the Republic of Uzbekistan 2011-2020

[24 February 2022]

Country Strategy and Programme Evaluation (CSPE): Scope

- **Coverage:** 2011-2021
- **Lending portfolio 128 mil USD**
 - HSP (2013-2019)
 - DVCDP (2017-2022)
 - ADMP (2019-2025)
 - Main areas: horticulture and livestock production, rural finance, value chain development
- **COSOP:** 2017 – 2021
- **Non-lending activities:** knowledge management, partnership building, policy dialogue
- **Performance of partners:** IFAD and the Government



- COVID-19 sensitive methodology:

Remote evaluation

- In-depth desk reviews
- Extensive online interviews

Mixed-methods

- Combination of qualitative and quantitative tools and analysis
- Combination of traditional and innovative methods (remote sensing, phone survey)

Field Visits conducted by national experts

- ADMP – Andijan & Namangan – Andijan, Hujabod, Namanagan, Yangikurgan
- HSP – Surkhandarya - Termez, Denau, Sariosiyo, Kumkurgan
- DVCDP – Kashkadarya – Karshi, Kasbi

CSPE: Key findings



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

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

- **Absence of an effective data collection and monitoring system:**
 - Challenging to verify the contribution of IFAD's country strategy to results on the ground
- **Disconnect between the design documents and feasibility studies:**
 - Value chain focus translated into production focused operations. Attention to gender, M&E and knowledge management was lost
 - Disbursement and implementation delays
- **Effectiveness of the targeting strategy was limited during implementation** and not tailored to the needs of the poorest. Challenging to say if the poorest were reached
- **Geographic and sectoral focus changed** from one project to the other.

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

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

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

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

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

Recommendation 4. Enhance country presence and programme support.