

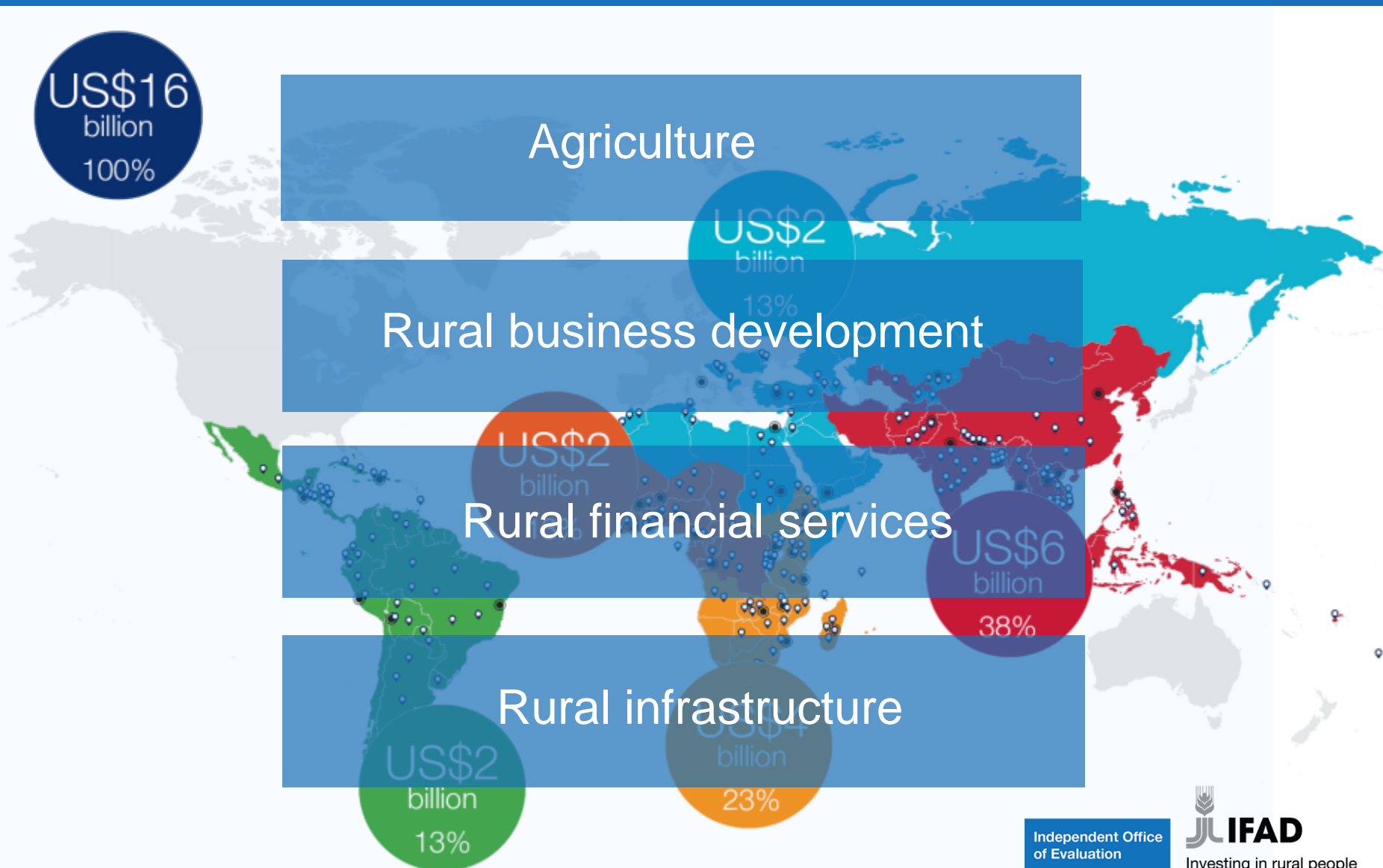
A wooden bowl with three legs and a beaded strap is placed on a patterned rug. The background is a warm, textured surface. A large blue circular graphic is overlaid on the right side of the image, containing the title and presenter information.

Evaluating Policy engagement in IFAD

Presentation at IDLO, Rome
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Johanna Pennarz, IFAD
Lead Evaluation Officer

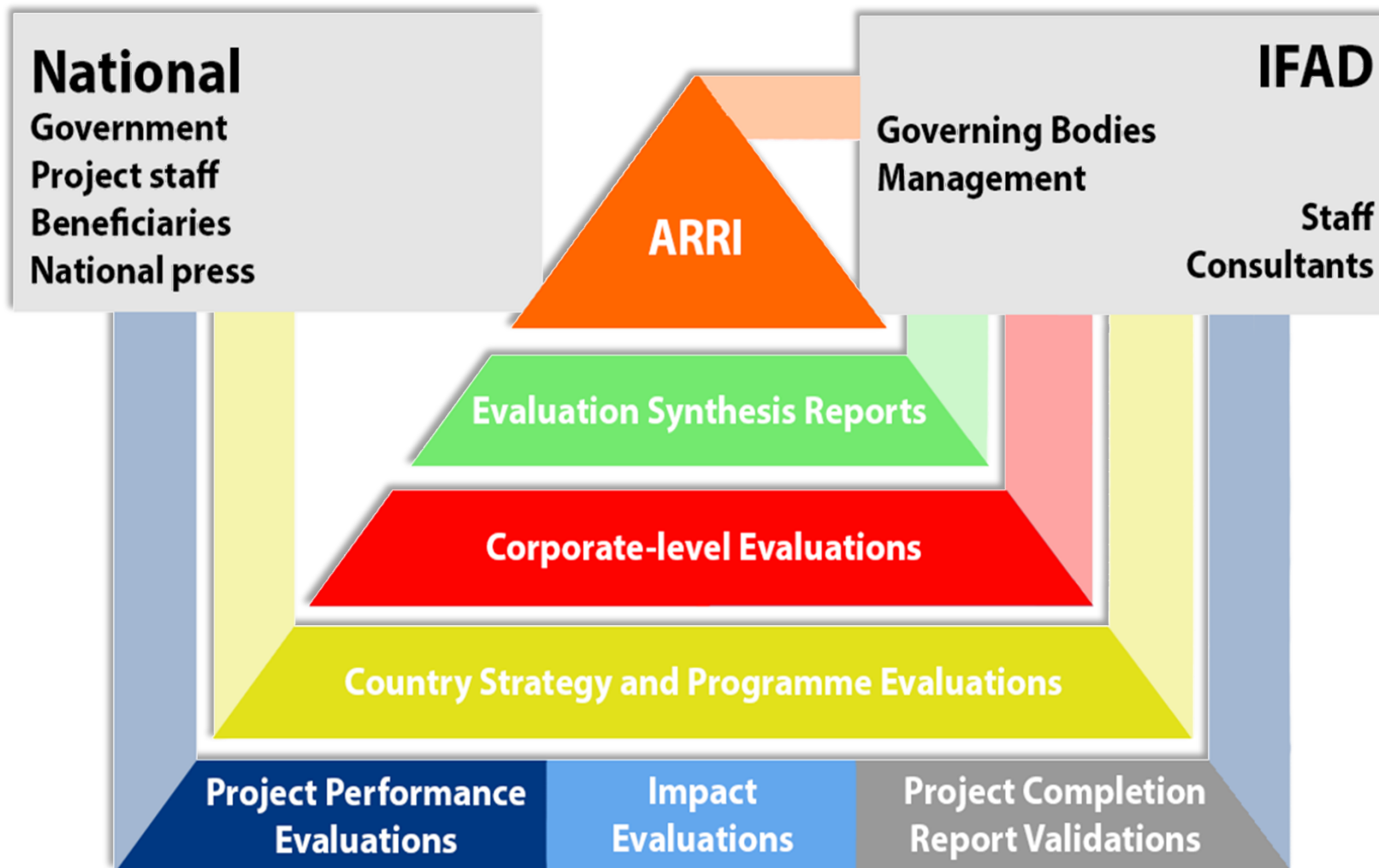
A snapshot of IFAD



Independent Office of Evaluation (IOE)

- Special unit of IFAD that reports to the Executive Board of IFAD (**Principle of independence**)
- IOE conducts evaluations of IFAD-financed policies, strategies and operations
- Main purpose: **accountability** and **learning**
- **Evaluation criteria:**
 - ▶ Relevance, effectiveness, efficiency, sustainability of benefits, rural poverty impact;
 - ▶ Gender, innovation and scaling up; environment and natural resource management, climate change adaptation.

Architecture of IOE Evaluation Products

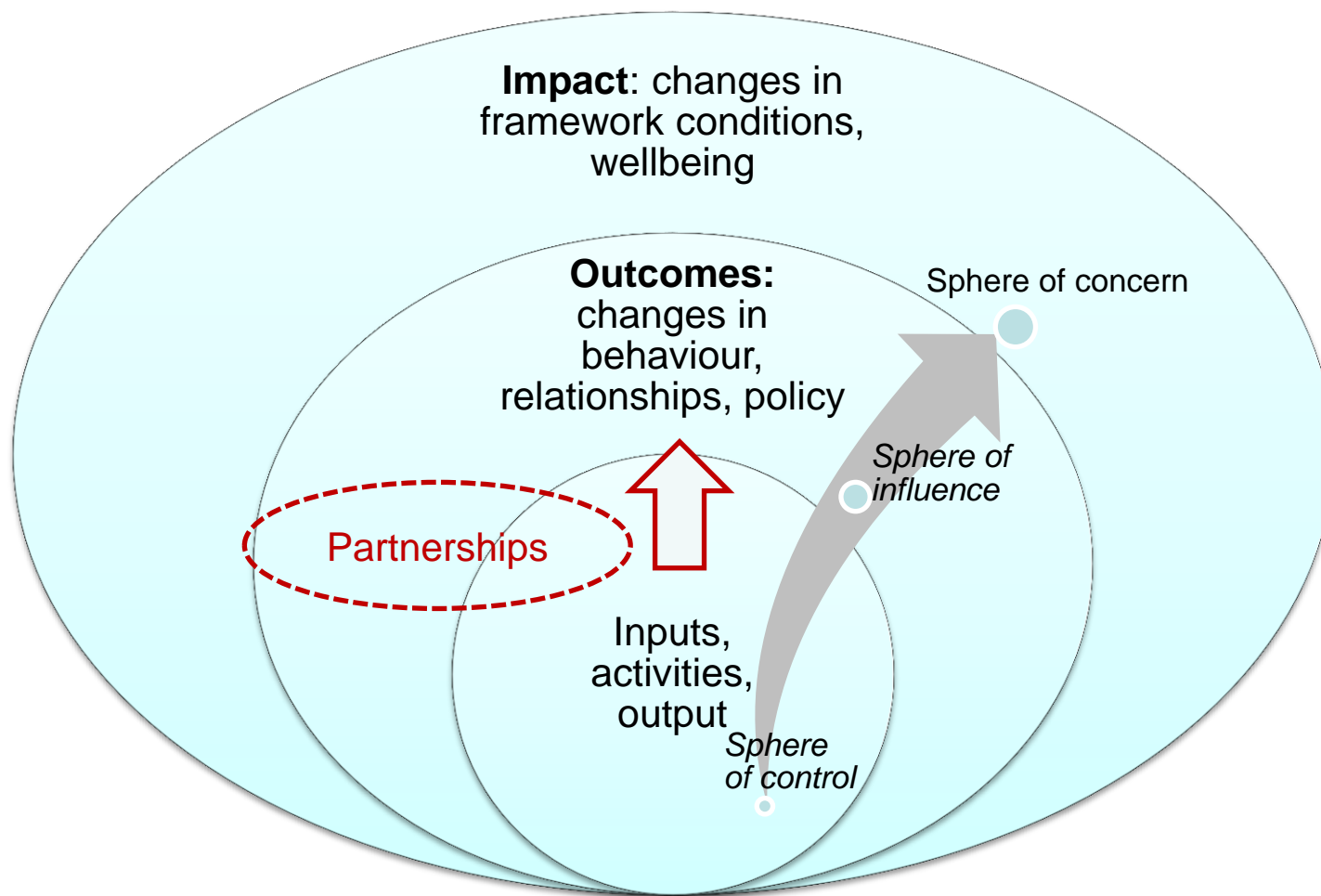


Definition Policy Engagement

- “A **process** for IFAD to **collaborate**, directly and indirectly, with partner governments and other country-level stakeholders to **influence** policy priorities or the design, implementation and assessment of formal policies that shape the opportunities for inclusive and sustainable rural transformation.” (IFAD 2017)



Generic theory of change for policy engagement



Adapted from: ODI. 2014. M&E of policy influence and advocacy

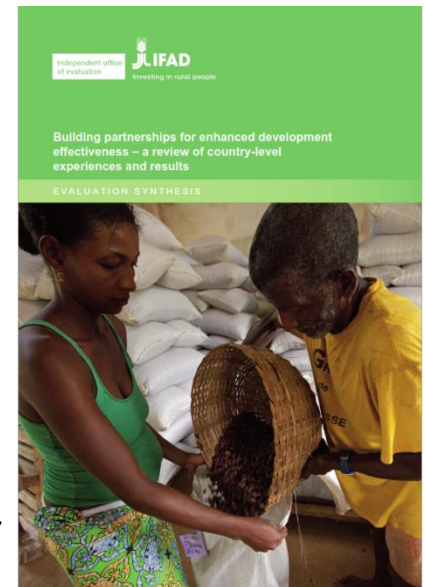
Types of policy engagement in IFAD

- Create **space** for policy dialogue.
- Enhance **stakeholder capacity** for policy processes.
- Policy **analysis** and support for policy formulation.
- **Operationalize**/pilot national policy at the local level.
- Review policy implementation to identify gaps, constraints or blockages.
- Draw out **successful models** and promote adoption/scaling up.
- Directly participate in **policy dialogue forums**.
- Share **experiences** at regional and/or global levels.
- Promote **dialogue** between government agencies.

Source: IFAD 2017. Guide on policy engagement.

Role of Partnerships

- IFAD as “broker and facilitator” - bringing partners together, supporting capacities and facilitate inputs into policy processes
- Knowledge from loans and grants as basis for policy engagement
- Wide range of partners, including governments, farmers associations, civil society
- Global partnerships (e.g. farmers organisations, indigenous peoples); South-south cooperation
- *“Successful policy engagement combines financial and non-financial instruments, together with long term partners”.*



Source: *ESR partnerships* (2018)

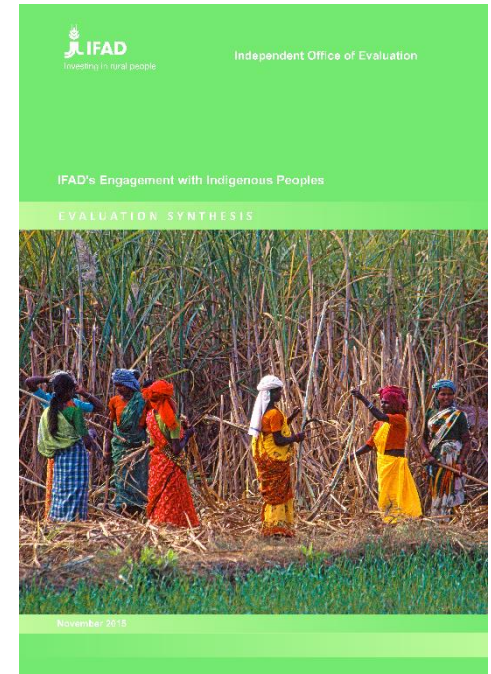
Global policy engagement

- IFAD as convener of global meetings and forums, to facilitate dialogue between UN and rural communities
- **Farmers' Forum:** established in 2005; more than 100 farmers' representatives
- **Indigenous Peoples' Forum:** since 2009; discuss IFAD's engagement; promote IP participation in policy dialogue and advocacy
- **Global Forum on Remittances, Investments and Development:** *“key instrument to raise awareness and promote models and mechanisms aimed at leveraging the impact of migration and remittances for development”* (Ban Ki-Moon)

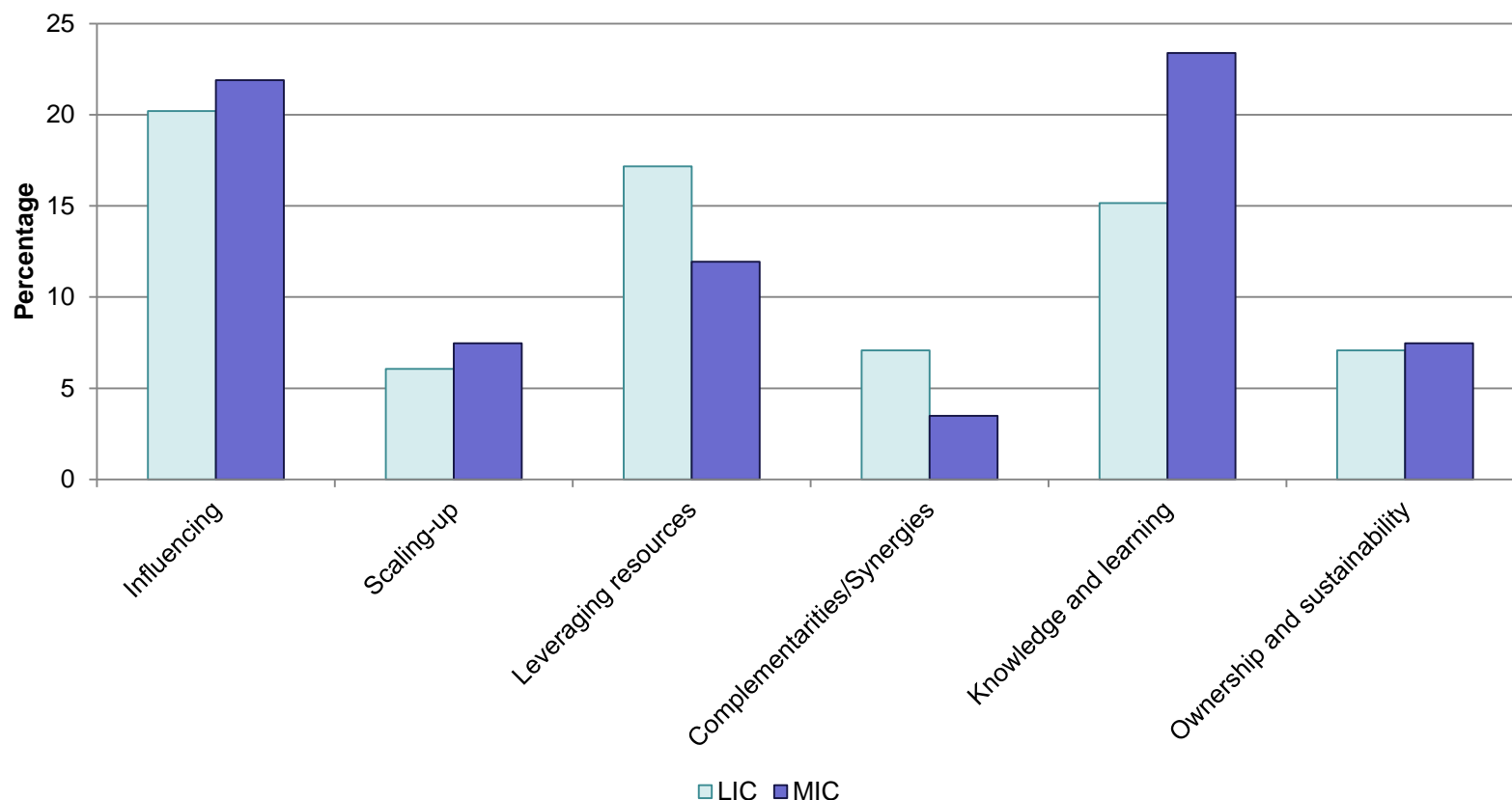
Engagement with Indigenous peoples

- Global-level discussion on indigenous peoples' issues through UN mechanisms.
- IFAD facilitates the participation of IPs' organisations in high-level platforms
- Partnerships: IP Forum, grants focussing on IP issues, IP organisations, high-level commitment
- *“Since 2003, UNPFII has made 27 recommendations containing IFAD as addressee; acknowledging progress and achievements.”*

Source: ESR Indigenous Peoples (2015)



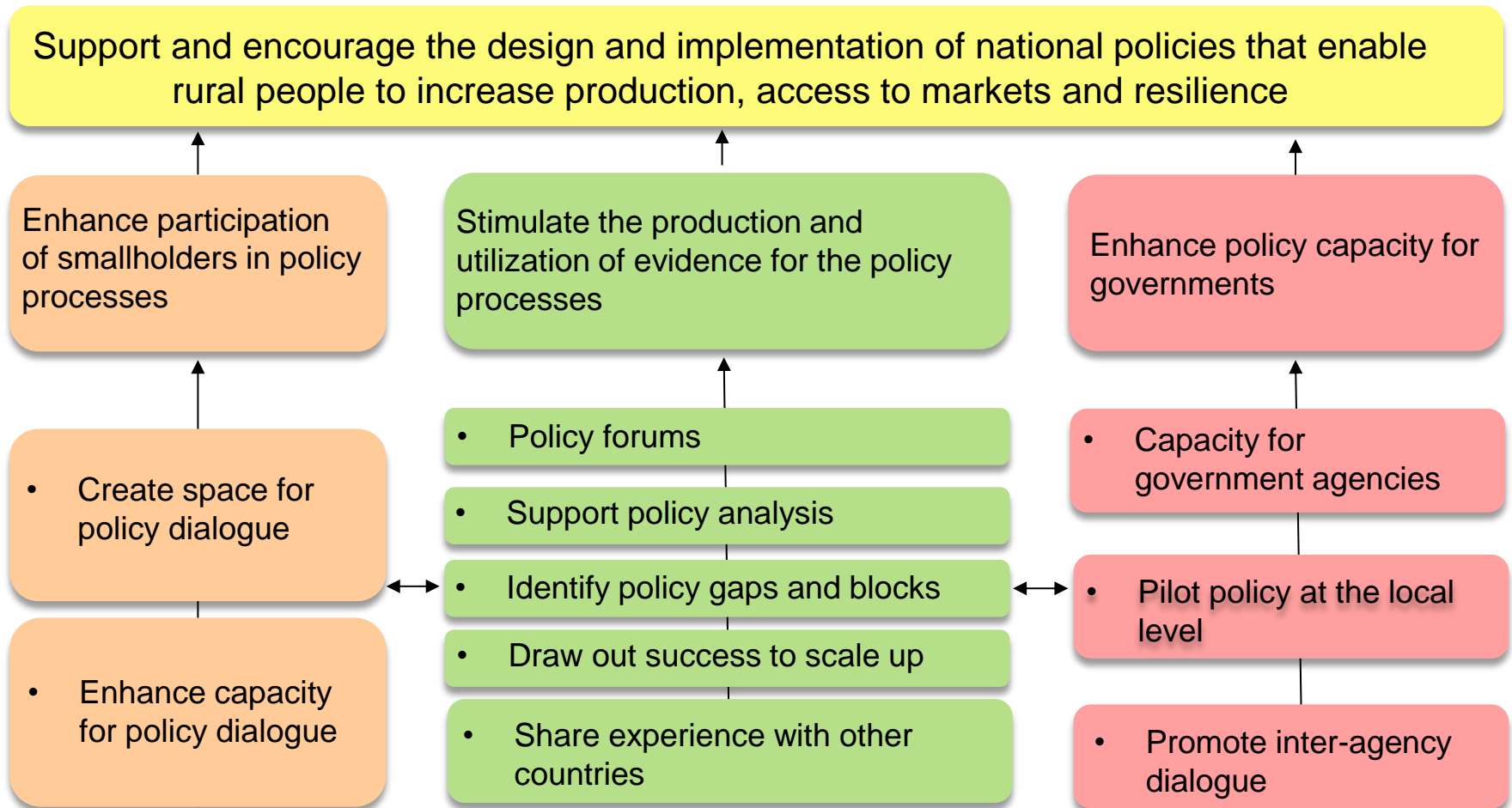
Country-level partnership results



Source: ESR Partnerships (2018)

Theory of Changes for country-level policy dialogue

Enable Sustainable Rural Transformation



Source: IFAD 2017. *Guide on policy engagement*.

Questions for evaluation

Relevance:

- Objectives for non-lending activities in country strategy?
Resources earmarked?
- Links with lending portfolio?
- Work and role of other development partners?

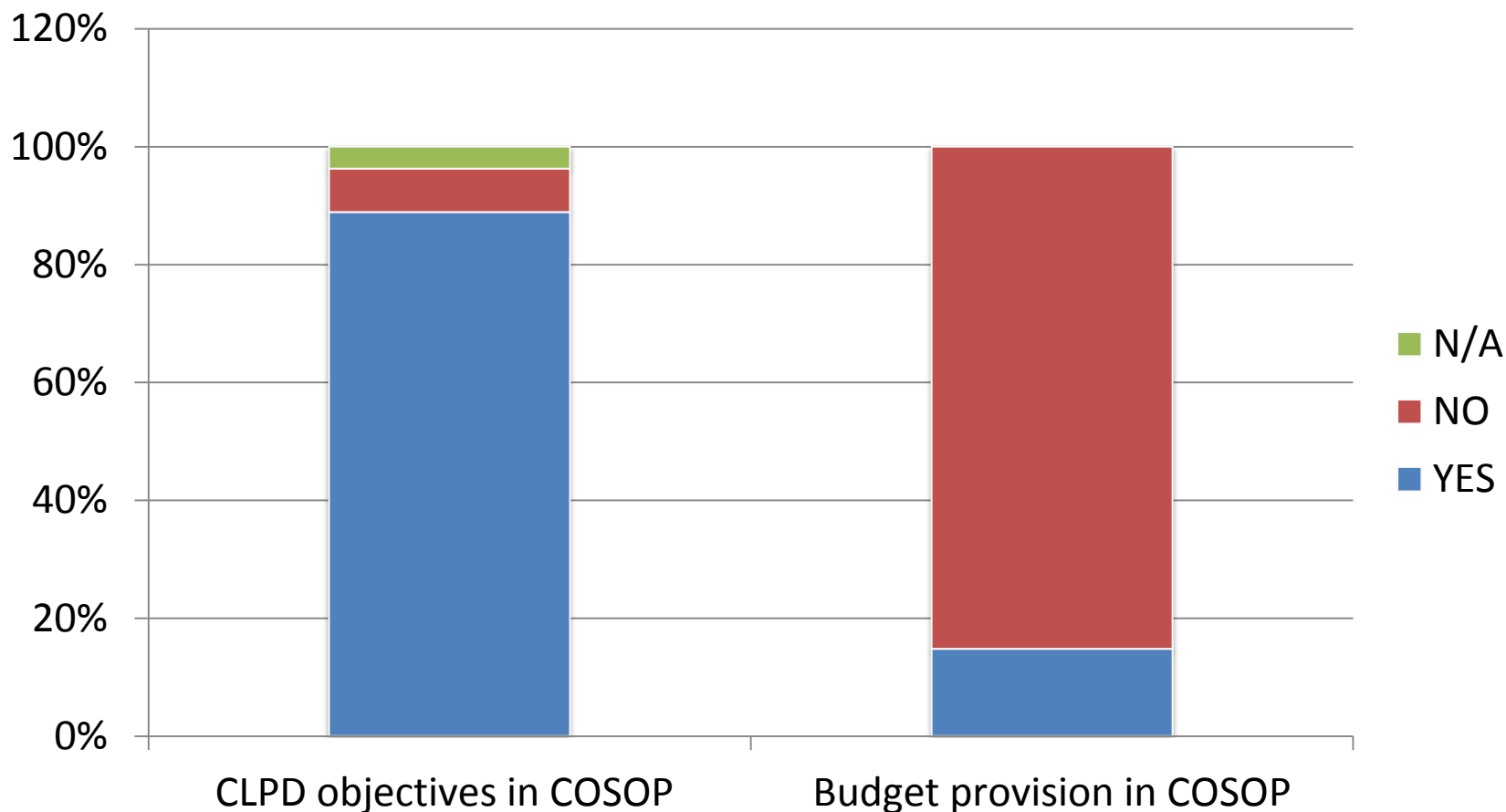
Effectiveness:

- Did the activities take place as foreseen?
- Have the objectives been achieved?
- Did the non-lending activities contribute to replication and scaling up of innovations?
- Did the non-lending activities contribute to a coherent strategy, in line with Aid Effectiveness principles?



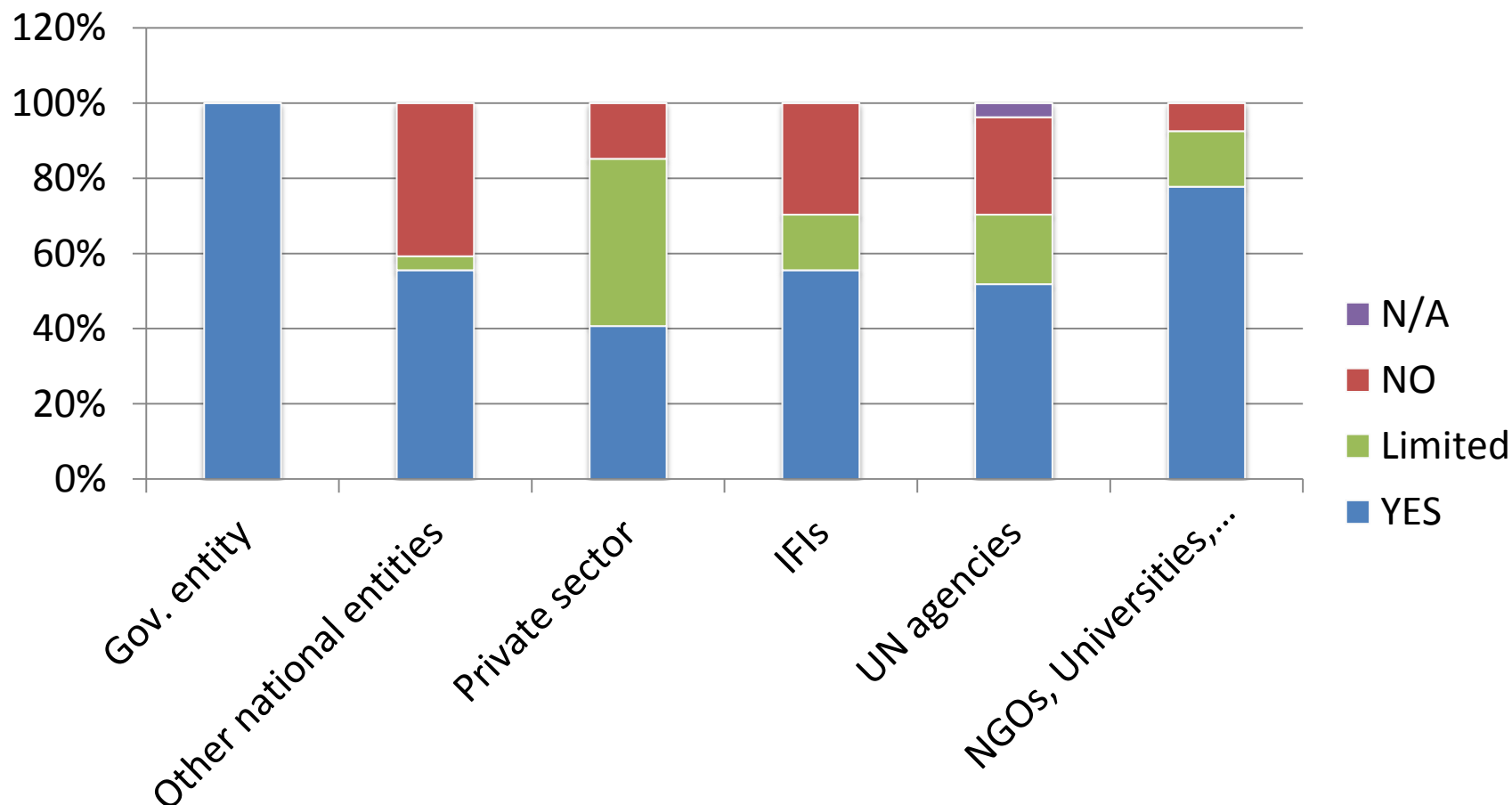
Source: IOE Evaluation Manual 2015.

Country-level objectives and budget



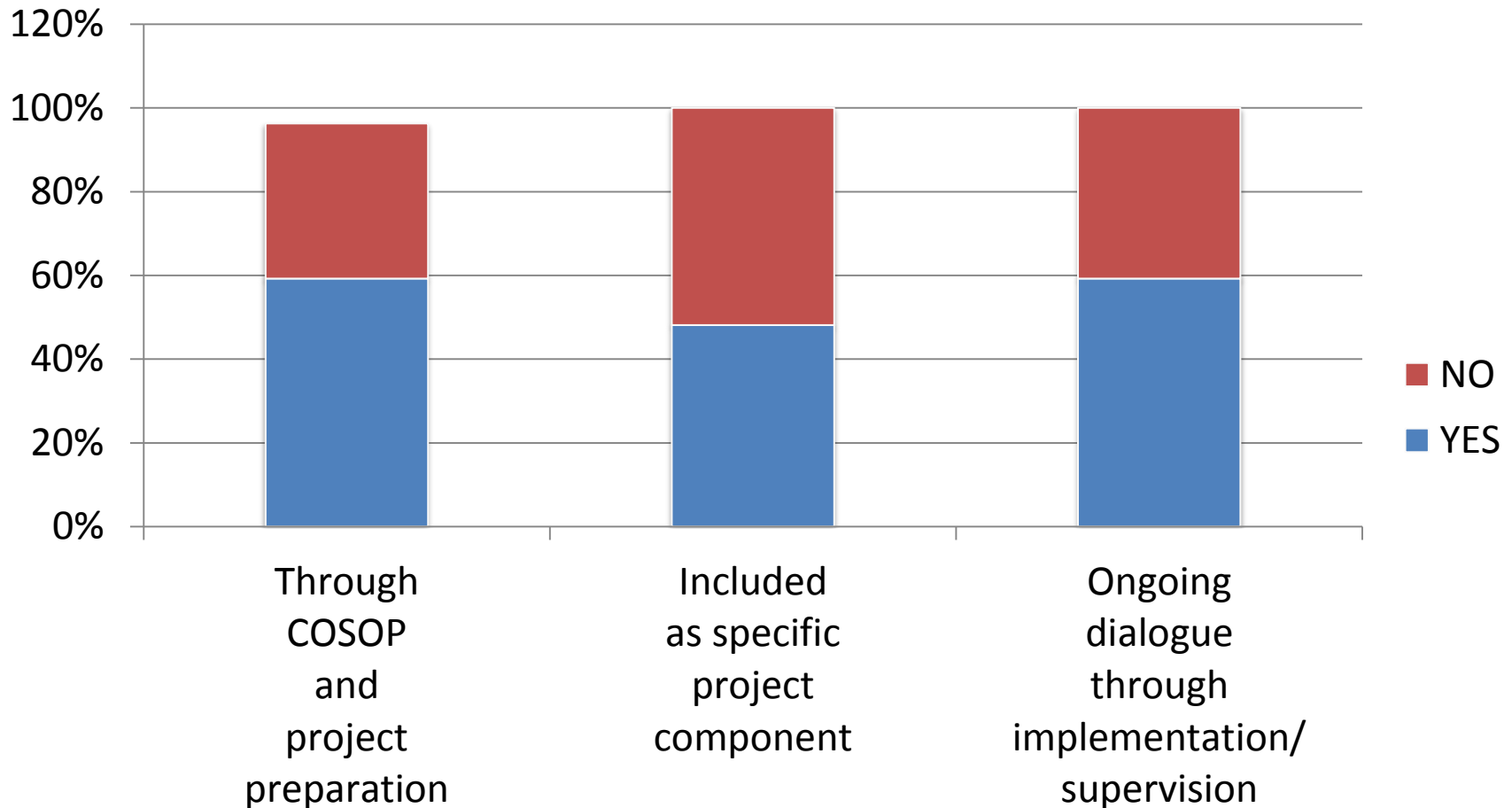
Source: ESR Policy Engagement (2017)

Partners in country policy engagement



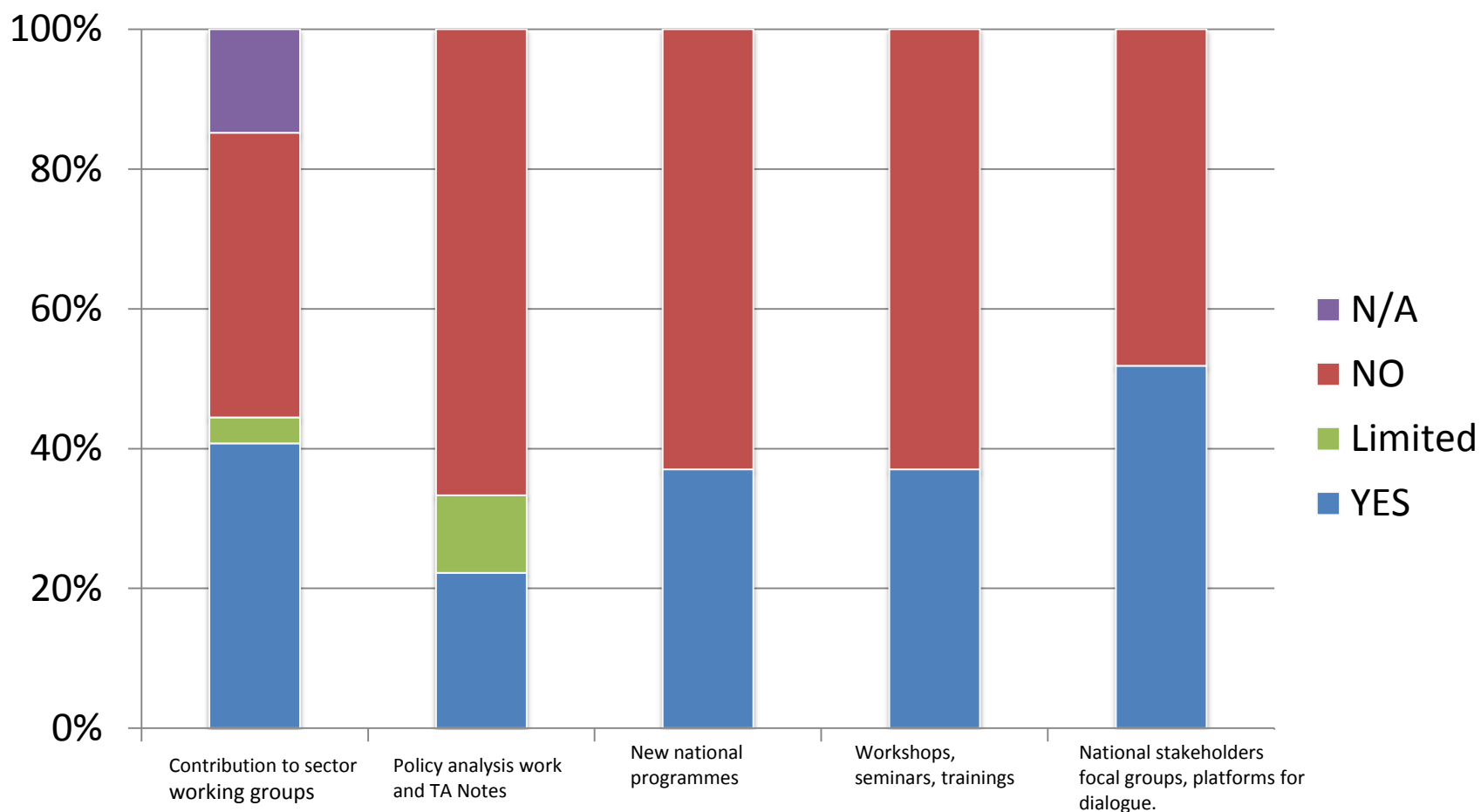
Source: ESR Policy Engagement (2017)

Policy engagement activities



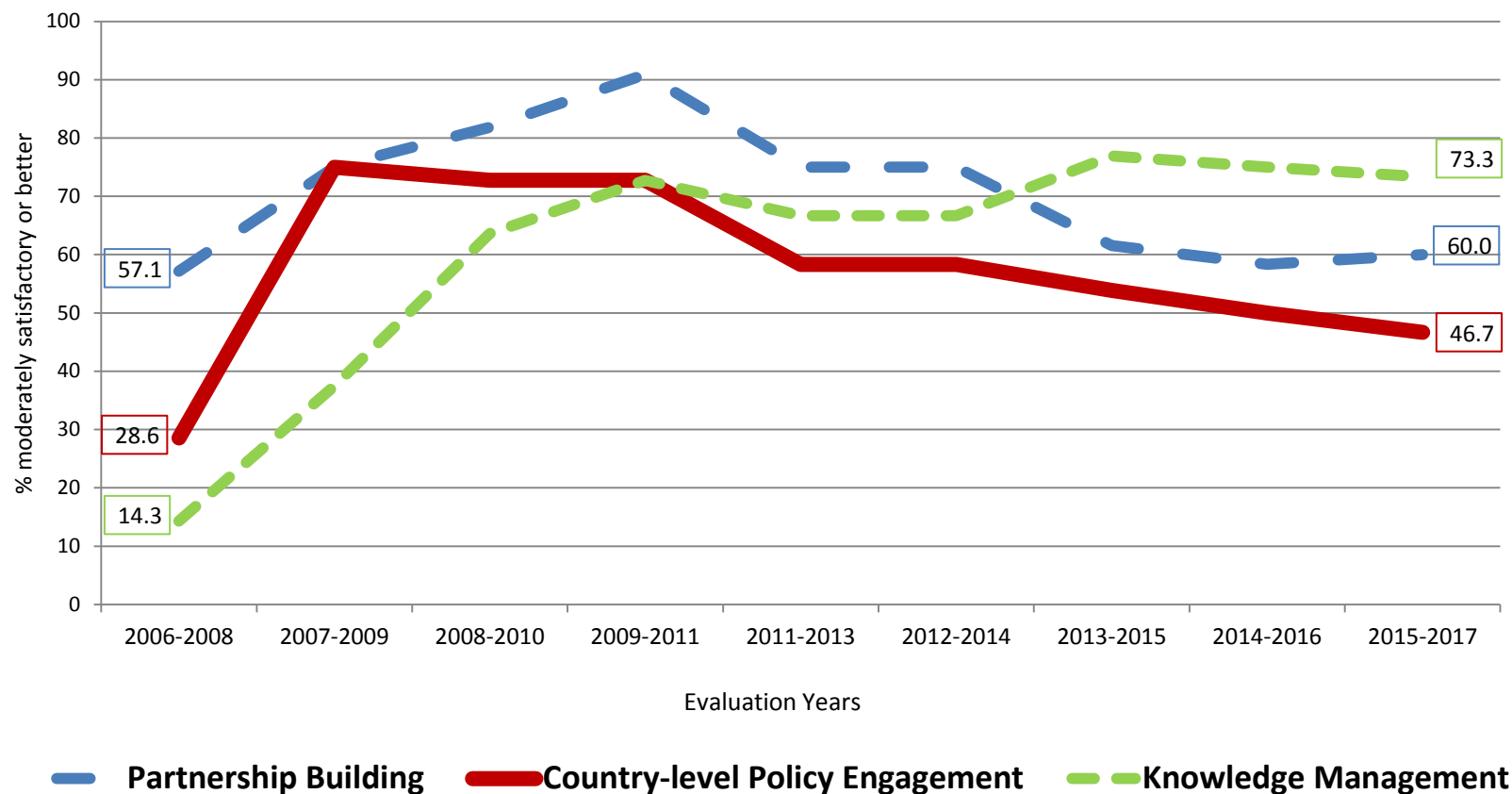
Source: ESR Policy Engagement (2017)

Outputs from country policy engagement



Source: ESR Policy Engagement (2017)

Non lending – Performance trends



Source: ARRI (2018)

Challenges

- Country-level policy engagement mostly informal, reacting to opportunities, unrecorded, un-resourced.
- No indicators or incentives; non-lending as an add-on and without deliverables.
- No specific budget for policy dialogue and a clear action plan to achieve the ambitious goals set in country strategies.
- Limited capacity to manage dialogue effectively; lack of clear responsibilities.
- Weak M&E systems and lack of quantitative information have made it difficult to demonstrate the effects and impacts of projects at the country level



Source: ESR Policy Engagement (2017)

Government as main partner

- The process of aid alignment and harmonization has facilitated policy engagement with Governments, in particular in sub-Saharan African countries (Mali, Tanzania, Uganda, Kenya and Rwanda).
- In fragile situations policy engagement depends more on partnerships with non-governmental partners.
- In some larger MICS with decentralised government (e.g. Brazil, India, Nigeria) state governments are often the main counterpart for implementation and policy engagement.
- Strong reliance on and cooperation with Government can limit opportunities for partnering with others (e.g. Nigeria, Nicaragua, China and Turkey).
- Country presence and ICO capacity are important factors

Source: ESR Partnerships (2018)

Lessons learned

- IFAD was able to draw from project experiences to influence a specific policy, introduce a new concept, or influence the design of government programmes.
- IFAD often performs a policy advocacy function on behalf of marginalized groups.
- IFAD's comparative advantage in policy dialogue is to focus on issues arising from the experience of IFAD-funded projects.
- Governments with pro-poor policies are much more likely to engage in an intensive policy dialogue with IFAD
- The influence of IFAD's is very limited compared to other IFIs operating in multiple economic sectors.
- For effective policy engagement IFAD relies on a range of Government and civil society partners

Sources: ESR Policy Engagement (2017); ESR Partnership (2017)

Conclusions

- Limitations in evaluating policy engagement: lack of a clearly articulated theory of change and supporting data.
- Defining the sphere of influence is challenging; objectives are often set too ambitious; contribution hard to establish.
- Focus on tangible results, but intangible results are often more important.
- IFAD has a facilitating role; the quality and type of partnerships are critical, but also difficult to monitor and evaluate.
- Comparative assessment of performance: Problems with the use of performance ratings for monitoring because bars have been rising – and context matters!

Questions for discussion

- Which of the challenges cited sound familiar for your area of work?
- How would you define the "sphere of influence" for your work?
- How would you describe your own role in policy processes?
- What would be markers for "successful policy engagement" in your work?



A wooden bowl with a wide rim and four legs, resting on a patterned cloth. A brown rope with white beads is draped over the side of the bowl. The background is a warm, textured surface.

Thank you!