The Independent Office of Evaluation of IFAD

Evaluation synthesis report - Building partnerships for enhanced development effectiveness
100th Session of the Evaluation Committee - Friday, 23 March 2018
IFAD Partnerships

- To fulfil its mandate, IFAD relies on a **broad range of partnerships**
- **Partnerships are a means to an end**
- **Synthesis:**
  - Practices and results from 36 CSPEs (2006 and 2016)
  - Findings from IOE CLEs and ESRs;
  - Lessons WB and ADB evaluations of partnerships
IFAD partnership strategy

• IFAD Partnership Strategy (2012);
  - focused on global partnerships
  - does not propose specific strategies or instruments, modalities, types of partners;
  - no guidance on country-level partnerships.
• Range of partnership instrument limited: grants, loans, brokering
• Specific modalities promoted at corporate level include SSTC, PPPP, RBA cooperation
• Partnerships can be formal or informal
Importance of Partnership types

- Co-finance (non-Govmt.)
- Knowledge and learning
- Coordination and Cooperation

Number

Co-finance (non-Govmt.)
Knowledge and learning
Coordination and Cooperation

LIC
MIC
Effectiveness of partnership types

- Partnerships in LICs performed better; weak especially in larger MICs;
- Scope to tap more into domestic cofinancing, especially in upper MICs.
- **Cofinancing**: supports complementarities and policy engagement.
- **Knowledge and learning** through research grants; grant funding to international research organizations does not lead to uptake of innovations in countries.
- **Coordination and cooperation** require regular interaction and communication on priorities, commonalities and complementarities; often very effective in policy engagement.
### Importance of partnership types for partnership outcomes

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<tr>
<th>Partnership types</th>
<th>Policy influence</th>
<th>Scaling up</th>
<th>K&amp;L innovations</th>
<th>Complementarity &amp; synergies</th>
<th>Ownership &amp; Sustainability</th>
<th>Leveraging resources</th>
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<td>Cofinancing: international</td>
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<td>Cofinancing: domestic</td>
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Enabling and limiting factors

**FORCES FOR PARTNERSHIPS**
- Clear corporate vision: 10
- COSOP guidance: 13
- Country presence: 19
- Resources (HR and financial): 9
- Institutional acknowledgement and incentives: 3
- Government capacity: 17
- Government preferences and enabling environment: 13
- Enabling multilateral environment: 12

**Effective Partnerships**

**FORCES AGAINST PARTNERSHIPS**
- Coordination Time: 23
- Cost of consensus building: 14
- Financial costs: 18
- Cost of monitoring and enforcement: 20
- Cost of trust building: 8
- Risk of partner having resource problems: 20
- Reputational risk: 7
- Risk of losing core organizational values: 13
Conclusions

• Quality of partnerships and good mix of partnership types crucial to achieve results
• Longer-term relationships are necessary, to address transaction costs and reputational risks
• IFAD’s partnership strategy – process oriented; no guidance on partnership results at country level
• No coherent framework to capture partnership outcomes cutting across activities/initiatives
• Range of partnership instruments insufficient to engage with diverse partners
• Good corporate support for country teams critical
1. Prepare a **revised corporate partnership strategy** with a clear focus on country-level partnership outcomes

2. Streamline the application of **partnership instruments and modalities** with a view on partnership results.

3. Strengthen **corporate accountability for partnership results** through a coherent approach for monitoring and evaluating partnerships.