



# The Independent Office of Evaluation of IFAD

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Evaluation synthesis report - Building partnerships for enhanced development effectiveness

100<sup>th</sup> Session of the Evaluation Committee - Friday, 23 March 2018

Independent Office  
of Evaluation

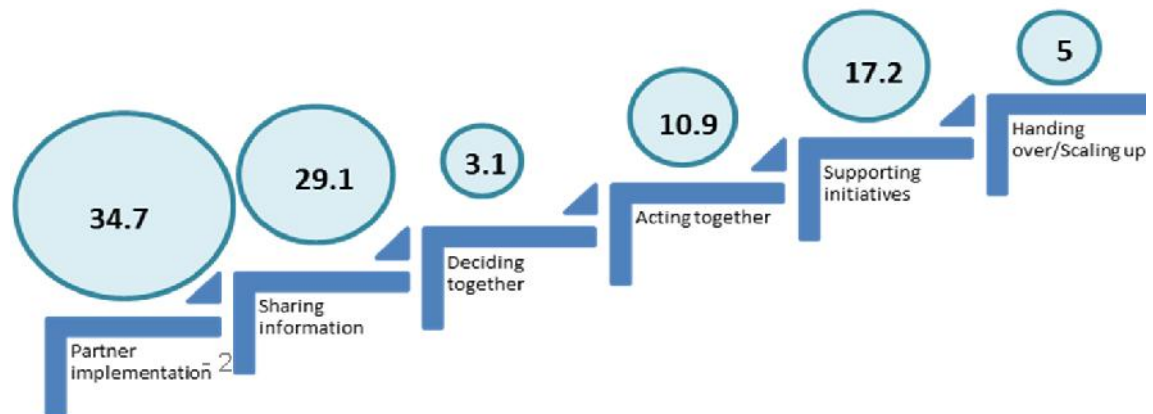
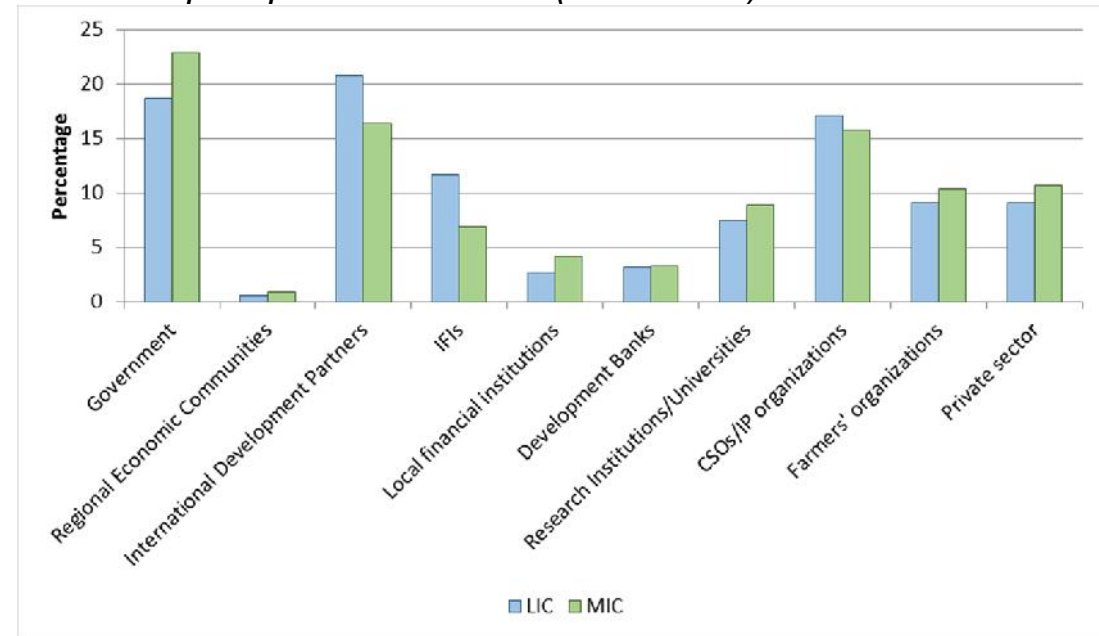


Investing in rural people

# 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

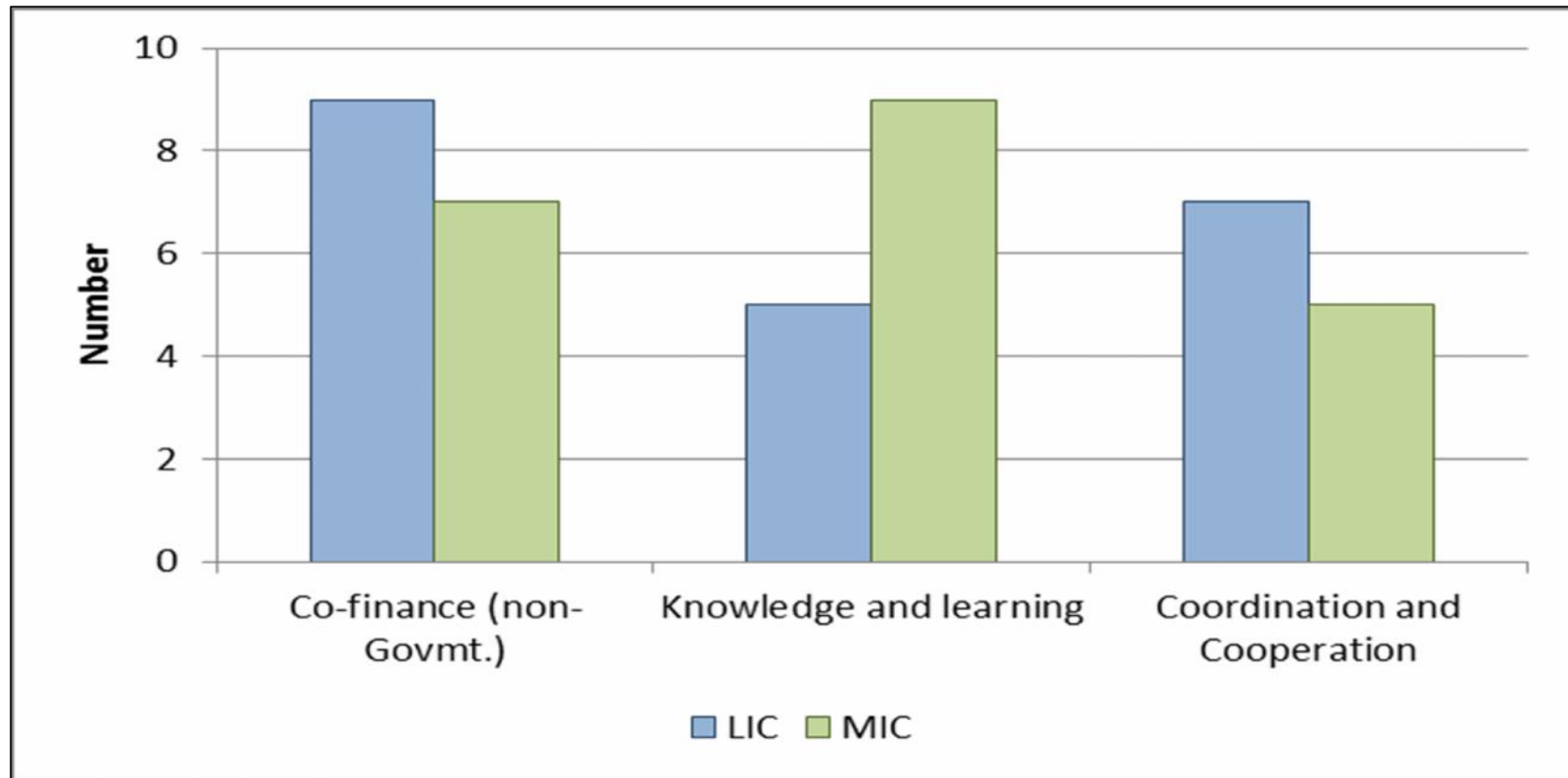
Partnerships reported in CSPEs (2006-2016)



# 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



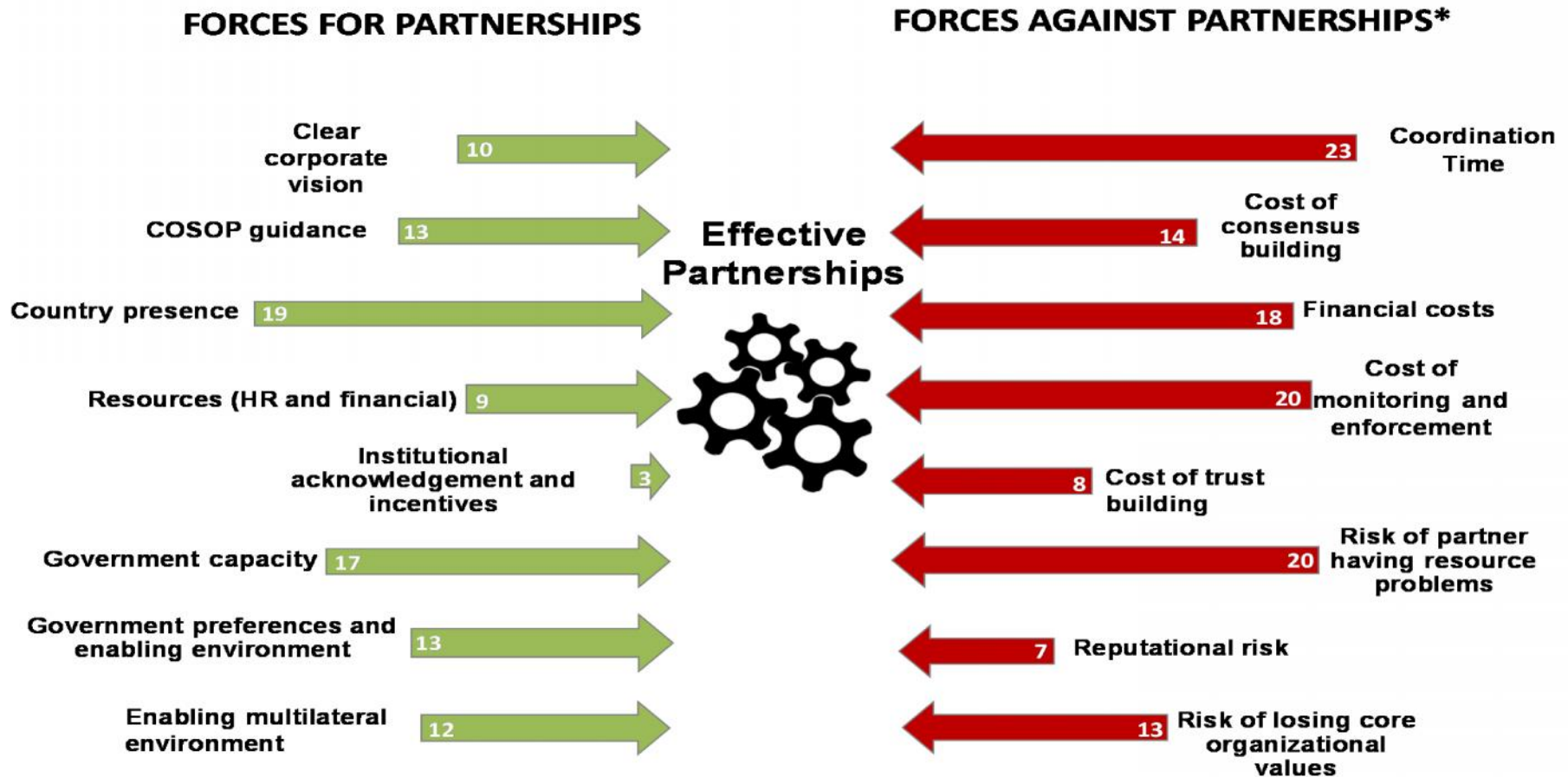
# Effectiveness of partnership types

- 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

Outcomes	Policy influence	Scaling up	K&L innovations	Complementarity & synergies	Ownership & Sustainability	Leveraging resources
Partnership types						
Cofinancing: international						
Cofinancing : domestic						
SSTC						
RBA						
Private sector / PPP						
CSO/CBO/ Think tanks (national)						
CSOs/Think tanks (international)						
FOs						
Indigenous groups						

# Enabling and limiting factors



# 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



# Recommendations

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.