

Rationale and types of outcomes

COMPANION TOOL 2

CLPE – why engage in it?

(paraphrased from *Country-level policy engagement in IFAD. Guide book.*)

For IFAD, policy engagement serves at least three critical purposes:

- **Helping to expand development impact**
Because they only reach a limited number of people, IFAD's investment projects alone cannot eradicate rural poverty or generate rural transformation. However, projects can bring about systemic change by influencing public policies and national-level programmes, as well as by providing space to innovate and experiment with new possible policy solutions.
- **Improving project impact**
Project implementation may be constrained by a mismatch between project objectives and policy framework, or by a gap between a policy and its implementation. Addressing policy bottlenecks or barriers can therefore help create an enabling environment for implementing projects and achieving desired development impacts.
- **Enhancing IFAD's relevance**
Governments look to IFAD as a source of knowledge, experience, lessons, and financial resources.

Three main types of outcomes to be pursued through CLPE in IFAD's work

(*Country-level policy engagement in IFAD. Guide book.*)

Outcome type 1: Enhance smallholders' participation in policy processes and ensure that these reflect smallholders' interests

"IFAD is interested in promoting the participation of rural people and their organizations in policy processes in order to enhance their voices, which historically have been marginalized in policy processes, and to enhance the quality of public policymaking, in line with the argument above. Discussions among stakeholders about what is wrong and what might improve the situation can help to set the stage for the formulation of better policies."

Examples of activities that IFAD can use to achieve this type of outcome:

- 1a.** Create space for policy dialogue: An investment project or grant can be used to create space for policy dialogues among national stakeholders, including rural producers' organizations or other rural community organizations e.g. indigenous peoples' communities in rural areas targeted by country programmes.
- 1b.** Enhance stakeholder capacity for policy processes: An investment project or grant programme can be used to enhance the capacity of national stakeholders (particularly rural producers' organizations), providing them with the skills and analyses they need to ensure that their leaders are able to participate effectively in policy processes (particularly at the national level), in alignment with the objectives of each country programme.

Outcome type 2: Stimulate the production and utilization of evidence for the policy process

"IFAD is interested in this approach of bringing evidence to inform policy processes, and seeks to work closely with the government either by providing targeted analysis and assessments of successful models, or by providing capacity support that requires being a trusted partner, something that active dialogue during the agenda-setting period also helps to build."

Examples of activities that IFAD can use to achieve this type of outcome:

2a. Analyse policy and provide support for policy formulation: An investment project, grant or IFAD's administrative budget can finance the analysis of national policies of specific relevance to the objectives of a country programme or to provide in-kind or funded (e.g. consultancy) support for policy formulation.

2b. Operationalize/pilot national policy at the local level: An investment project may be used to enable the government to operationalize a national policy at the local level (particularly in states where the central government may have limited policy leverage at the local level) or to pilot new models for implementing national policies, when these are directly relevant to the agenda of a country programme.

2c. Review policy implementation to identify gaps, constraints or blockages: Country strategic opportunity programmes (COSOPs) and investment projects can provide the opportunity to review policies that are potentially conducive to achieving country programme objectives; to identify implementation gaps, policy constraints and blockages; and to present findings to governments.

2d. Draw out successful models and promote adoption or scaling up: Successful approaches and models piloted or developed under an investment project can be drawn out and analysed to promote their adoption or scaling up by the government under a national strategy or programme. This may be done through investment projects or by building on evidence generated within projects and through IFAD's impact assessments and research.

2e. Participate in policy dialogue forums: IFAD country programme teams can engage in country policy dialogue forums (e.g. sector working groups), bringing on-the-ground experience and lessons learned to governments and other development partners.

Outcome type 3: Enhance the policy capacity of government

"IFAD also supports activities aimed at strengthening the capacity of governments, as constraints to capacity are one of the core reasons that development, and IFAD, projects fail to meet their objectives and expectations. These activities underpin the entire policy cycle and focus on strengthening core functions and knowledge management for governments. There are three separate sets of activities worth recognizing."

Examples of activities that IFAD can use to achieve this type of outcome:






3a. Strengthen the capacity of government agencies: A project can be a vehicle to strengthen the capacity of relevant government agencies to formulate, implement and assess national policies and programmes.

3b. Share experience at the regional or global level: A regional or global grant can offer a framework to bring together policy stakeholders from different countries, promote peer-to-peer learning and build trust between stakeholders from the same country.

3c. Promote dialogue between government agencies: IFAD can support improved and more coherent policymaking and implementation, particularly around cross-cutting issues such as climate change adaptation, gender, youth, or nutrition, as well as around new or emerging issues including shocks and crises or new drivers of positive change in rural poverty and food security.



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October 2022