



LEAVING NO ONE BEHIND

How evaluation can contribute to inclusive rural transformation

2017 Asian Evaluation Week, Hangzhou 4 – 8 Sept.

Session objectives

The session will

- Introduce **evaluation synthesis as a product to inform institutional learning and decision making**; and
- Present key findings from selected evaluation studies under the theme “**no one left behind**”
- Take away: *“Participants will discuss and learn about evaluation approaches and key policy lessons on inclusive rural transformation, emerging from evaluation syntheses.”*

EVALUATION SYNTHESIS – Approach and Methodology

Why evaluation synthesis?

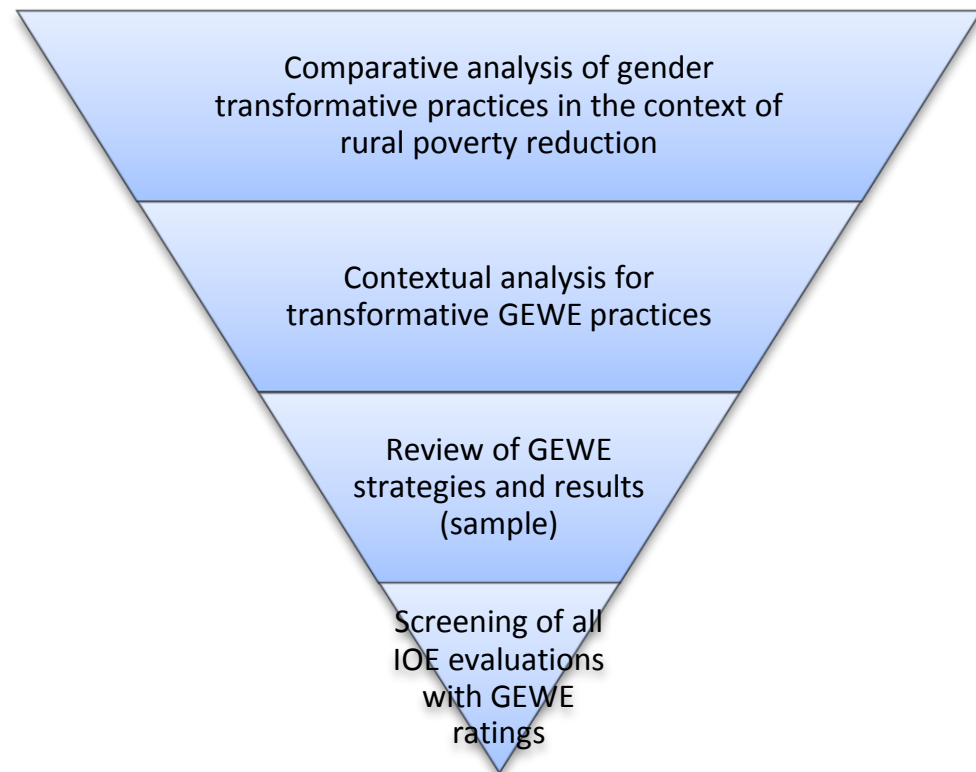
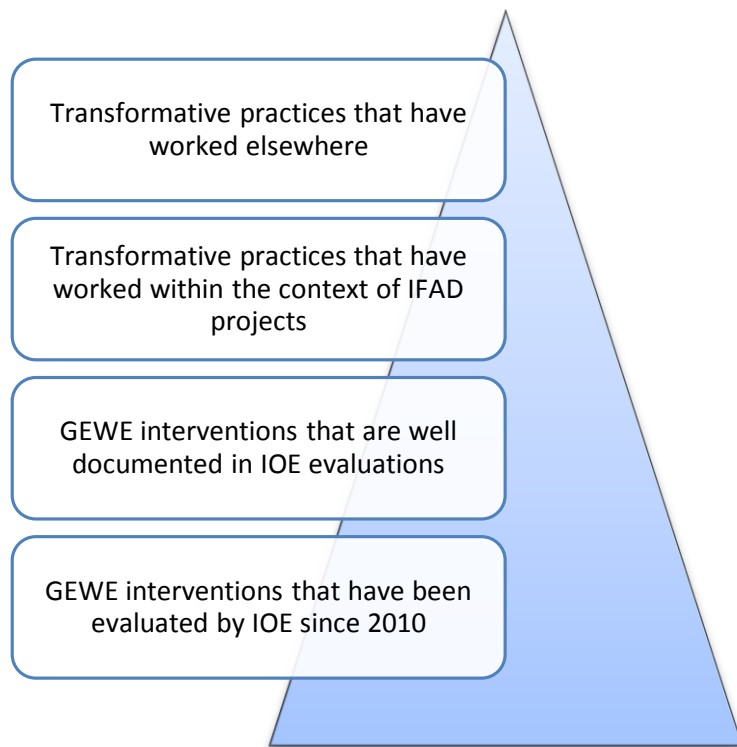
- **Knowledge product** - to enhance the general understanding of a particular topic
- To promote learning, collective reflection and improve development effectiveness
- To highlight **strategic implications** of findings, raise strategic issues for further consideration by management and governing bodies
- To facilitate wider use of evaluation findings
- To contribute to **decision-making** processes
- Effective when there is limited resources or time

**Independent Office of Evaluation of IFAD. Evaluation Manual. 2015.*

Evaluation synthesis methodology

- Define objective and scope
- Screen long list of evaluations
- Identify sample of evaluations for review
- Codify and extract data for analysis
- Synthesise data
- Prepare case studies
- Integrate evaluation-based lessons from other organisations
- Draft and present report

Breadth versus depth



Challenges & limitations

- Limited coverage of chosen topic; topic not consistently covered in evaluations
- Primarily desk-based review; findings mainly from secondary resources
- Context difficult to capture; requires additional research
- Strategic interest and learning often forward oriented; requires recent evidence
- Time lag – evidence from closed operations; effects of recent policies and strategies not visible

“NO ONE LEFT BEHIND” – A GLOBAL COMMITMENT

Agenda 2030 / SDGs

- “Comprehensive, far-reaching and people-centred set of universal and transformative goals and targets”
- “Endeavour to reach the furthest behind first”.
- Gender equality - a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world.
- Respect for race, ethnicity and cultural diversity.
- Developing sustainable agriculture, pastoralism and fisheries
- Empowering vulnerable people - children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants.

* Agenda 2030. Outcome document of the UN General Assembly, 18 September 2016

UN Guidance for Evaluation

- Strong focus on equity and social justice – granular data & analysis
- **Granular data** to monitor vulnerable and hard-to reach populations (e.g. migrants, youth, women, displaced persons, ethnic minorities)
- **Evaluation design** to address relevant human rights and gender equality aspects through evaluation criteria and questions.
- **Evaluation approach and methods** of data collection and analysis that are human rights-based and gender-responsive.
- **Evaluation process** - inclusive and diverse stakeholder engagement; adaptive process to accommodate complexity.
- **Evaluation team** - appropriate gender balance and geographical diversity.

* *UNEG Norms and standards for evaluation, 2016*

IFAD's commitments

- IFAD's Mandate – to reduce rural poverty through investments in agriculture and rural development
- Targeting Policy (2006).
- Policy for Engagement with Indigenous Peoples (2009).
- Indigenous Peoples Assistance Facility; Indigenous Peoples Forum.
- Gender policy (2012).
- IFAD's strategic plan (2016 – 2025) includes targeting, empowerment, gender equality among the five principles of engagement.

What works for gender equality and women's
empowerment - a review of practices and results

EVALUATION SYNTHESIS



IFAD's Engagement with Indigenous Peoples

EVALUATION SYNTHESIS



FAO's and IFAD's Engagement in Pastoral Development

JOINT EVALUATION SYNTHESIS



NO ONE LEFT BEHIND – IFAD Evaluation Synthesis Reports on Gender, Indigenous Peoples and Pastoralists

Evaluation findings - gender

- Empowering and gender transformative approaches need to be integrated into project design.
- Multiple and complementary practices are more likely to facilitate changes in gender roles and relations.
- Working with men as gatekeepers of customary practices is critical.
- Participatory approaches can facilitate gender-inclusive outcomes, if combined with specific strategies to target women.
- Promoting unconventional and new roles for women helps shifting mindsets and commonly held beliefs.

Evaluation findings - gender

- Guidance by IFAD gender policy and action plan ensured that interventions address key gender issues.
- IFAD has addressed root causes of gender inequality and women's powerlessness, in particular illiteracy, exclusion from access to resources and limited social capital.
- Explicit specific strategies to target women critical to ensure that women benefit equally and that their strategic needs are addressed.
- Diversity of women along lines of ethnicity, religion, and life cycle, not sufficiently targeted.
- Gender outcomes and impacts not well documented.

Evaluation findings – Indigenous peoples

- IFAD's policy on indigenous peoples (2009): in line with international standards (UNDRIP)
- The principles of engagement in the policy: in line with other IFAD corporate policies and strategies
- Size and nature of projects and IFAD mandate enabled proactive approach to supporting IPs
- IFAD is in a unique position to support indigenous peoples' social and economic empowerment
- IFAD perceived as a “partner” and “pioneer” in working with IPs
- Building on experience and advantage, room for strengthening consistent IPs policy implementation, esp. at operational level
- Indigenous Peoples Assistance Facility flagship programme but remained small and not well linked with IFAD's country programmes

Evaluation findings - Pastoralists

- Insufficient attention to targeting pastoral poverty.
- Inadequate context analysis (e.g. position in value chains; role of milk) to inform project interventions.
- Outdated approaches address "carrying capacity" of pastures; importance of mobility as a risk management strategy often neglected.
- Poor management of land conflicts, leading to dangerous escalations.
- Access to rangeland critical but efforts and results in securing tenure for pastoralism insufficient.
- Little attention to changes in gender roles in pastoral communities, for instance, due to out-migration of men.

NO ONE LEFT BEHIND – RECOMMENDATIONS & FOLLOW UP FROM EVALUATION SYNTHESIS REPORTS

Recommendations - Gender

- Clarify **concept** and integrate gender transformation into the organization
- Improve **strategies** for targeting different groups of women, develop monitoring indicators and offer tailored interventions.
- Establish **systematic M&E** of disaggregated benefits and Gender outcomes at corporate and project levels.
- Report consistently on Gender outcomes and impacts
- **Replicate good practices**; strengthen working with men.

*Corporate
strategy*

*Project
design*

M&E

*Corporate
action*

Recommendations – Indigenous Peoples

- Revisit the main objectives and strategies of Indigenous **Peoples Assistance Facility**
- Pay greater attention to key **project design** elements and provide adequate implementation support
- Provide **guidance** on how “free, prior, and informed consent” can be best operationalized
- Enhance **staff understanding** of IPs’ issues
- Strengthen **knowledge management**, taking advantage of substantial experience

*Corporate
strategy*

*Project
design*

*Staff
capacity*

*Corporate
action*

Recommendations - Pastoralists

- Adopt **policy** for pastoral development.
- Build and adapt **capacity** for systemic engagement in pastoral development.
- Manage, rather than avoid, key dimensions of risk.
- Support **advocacy** by pastoralists and on behalf of pastoralists and people whose livelihoods depend on pastoral systems.

*Policy
development*

*Staff
capacity*

*Project
design*

*Corporate
action*

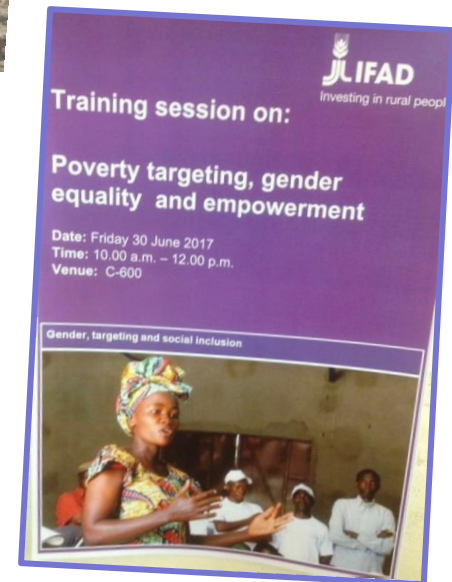
IFAD system for follow up

- Management response
- President's Report on the Implementation Status of Evaluation Recommendations and Management Actions
- Learning events
- Dissemination (website, social media).
- Seminars or webinars



Follow up - Gender

- How to note “Gender, targeting, social inclusion”
- Case studies on gender transformative changes
- IFAD10 target: 15 per cent of projects to be gender-transformative
- Corporate performance indicators to capture progress against gender policy objectives; sex-disaggregation of indicators at individual and head of the household level.



Follow up – Indigenous people

- Project design includes **social assessment** and institutional and governance assessment (e.g. Lao PDR, Vietnam); in-depth analysis of the tribal peoples in Orissa, India.
- Work with **national organisations** on IPs issues (e.g. Philippines);
- Training for project staff on **ethnic groups' self-driven development**, identity and socio-cultural characteristics of different indigenous peoples (e.g. Lao PDR, China);
- Hiring project staff with knowledge on IPs issues and **local languages** (e.g. Lao PDR, India);
- Delivering training for beneficiaries in local languages (e.g. Lao PDR).
- Registration of **intellectual property rights**; securing **land tenure rights** for tribal people; giving priority to **indigenous crops** over the introduction of new crops (India);

Selected follow-up actions from PRISMA 2017

Selected follow-up actions - Pastoralists

- "How to do Note" on Pastoralism
- Designs of project targeting pastoralists and drylands are including **analysis of risks**, land use conflicts, access to water, to insure pastoralists' mobility (e.g. Tanzania, Chad)
- Nigeria team to visit Tanzania to look at approaches for resolving **conflicts** between pastoralists and farmers
- Working with **national umbrella organisations**, including the Mongolian Association of Native and Indigenous People (MANIP)
- "Rangelands Initiative" lobbied for focus on pastoralism at the March 2017 annual World Bank "Land and Poverty" conference; to secure **land and natural resource rights** for pastoralists
- *Selected follow-up actions from PRISMA 2017*

Conclusions

- **Focus on “no one left behind”** – requires enhanced strategies for targeting & outreach, M&E, and capacities to implement them (*“granular data and analysis”*)
- **Evaluation synthesis** – useful product to present evidence on a selected topic; to stimulate learning, management decisions and/or organisational change (*“focus on strategic issues”*)
- **Evaluation follow up** – institutional commitment and systems to ensure follow up on recommendations (*“systematic follow up to ensure far-reaching change of organisational behaviour and practices”*)



CASE STUDIES

Independent Office
of Evaluation

 **IFAD**
Investing in rural people