



Evaluation synthesis – Infrastructure at IFAD (2001 – 2019)

112th Evaluation Committee Session, Rome, 19 March 2021

Independent Office
of Evaluation



IFAD

Investing in rural people

Synthesis objectives and scope

- **Objectives** of the evaluation synthesis:
 - Review IFAD's strategic positioning and partnerships
 - Assess performance of infrastructure investments in sample projects
 - Identify good practices and lessons learned
- **Timeframe:** 2001 [IFAD5] to 2019 [IFAD11]
- **Sources:**
 - Evaluations of 35 infrastructure-heavy projects; relevant IOE evaluations
 - 10 case studies on (ongoing and closed) projects; related RIA studies
 - E-survey (300 responses); Interviews and focus group discussions
 - Relevant studies from other IFIs (lessons)

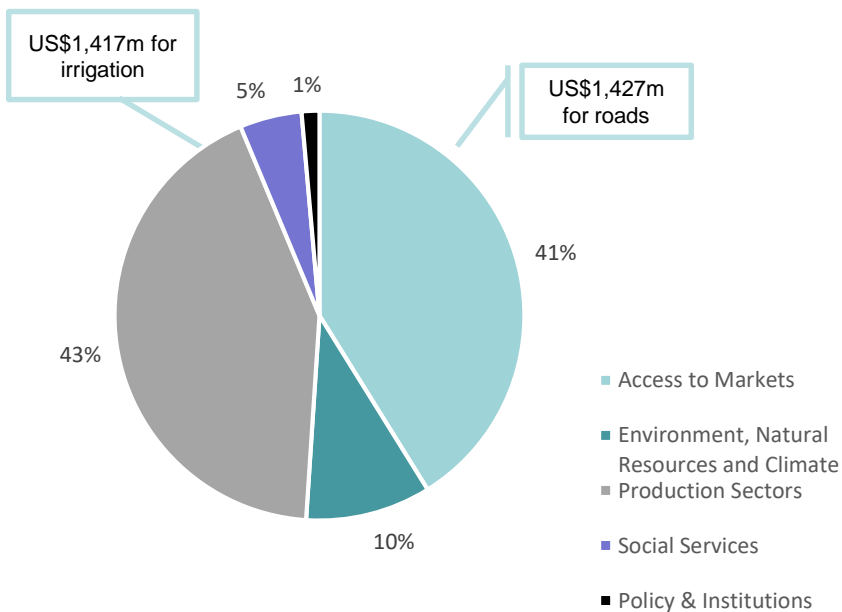
Investments in infrastructure (IFAD 5-11)

Total investments IFAD5 – IFAD11: **US\$ 6 972 million**

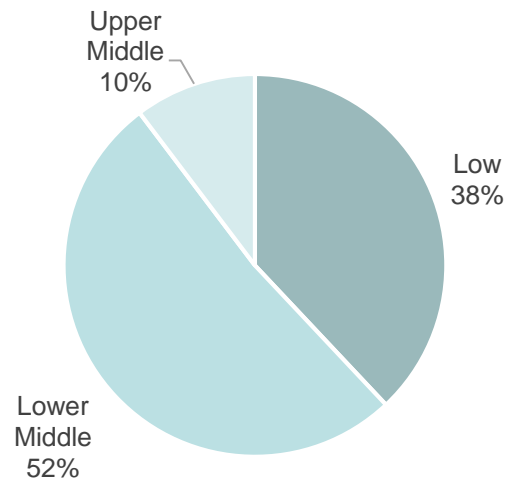
IFAD: US\$ 3 707 million (53%)

International cofinancing: US\$ 3 265 million (47%)

Infrastructure investments according to categories (IFAD 5-11)



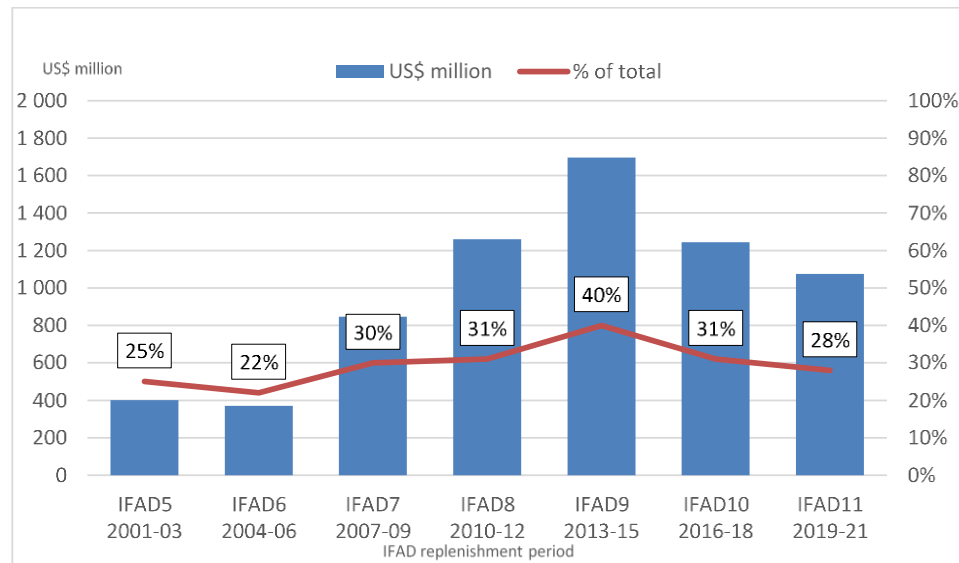
Share of infrastructure investments 2001 to 2019 by country income level



Portfolio trends (1)

Overall IFAD infrastructure investments

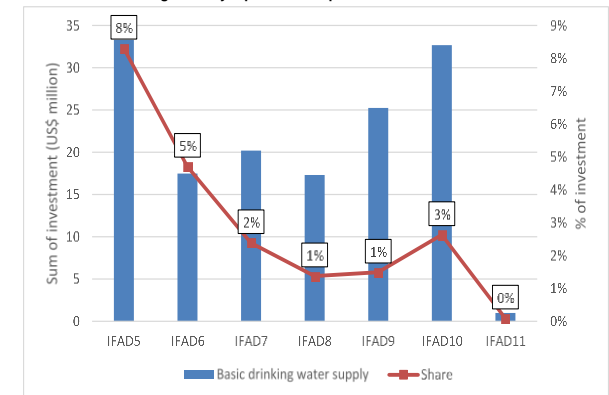
IFAD infrastructure investments by IFAD replenishment period since 2001



Source: GRIPS (2020).

Drinking water investments

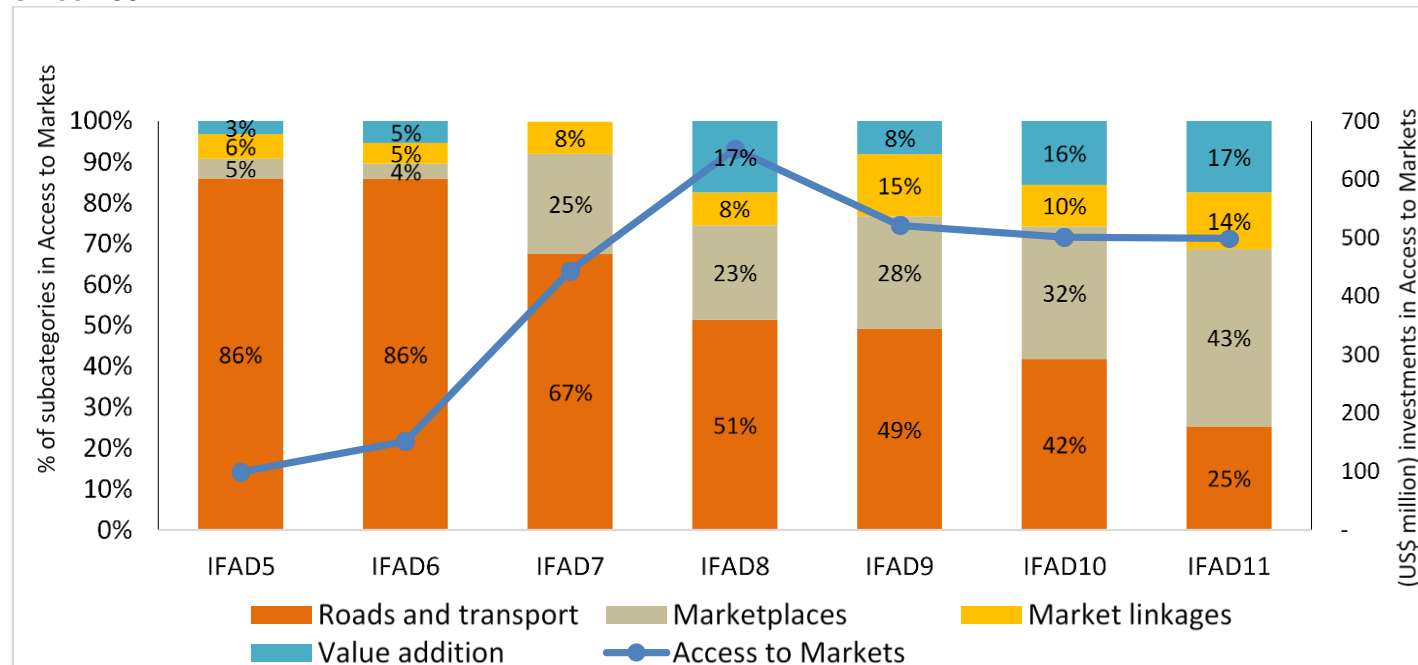
Investment in drinking water by replenishment period



Source: PMI database (accessed April 2020).

Portfolio trends (2)

Market access over time: investments by infrastructure subcategory by replenishment period since 2001



Source: PMI database (accessed April 2020).

Performance of infrastructure sub-projects

Areas of good performance

- **Effectiveness**
- CDD projects performed better
- **Targeting**
- **Gender focus**

Areas of weak performance

- **Technical quality**
- **Efficiency.**
- **Sustainability**
- **Government partners** technical capacities, coordination and oversight.

Infrastructure in countries with fragile situations

- High share of investments into environmental management and climate change adaptation
- Large- and small-scale irrigation infrastructure can contribute significantly to food security
- Community development as effective approach
- Weak government capacities
- Sustainability weak due to limited capacities and resources



IFAD strategy and capacity

- IFAD has no dedicated infrastructure policy or infrastructure strategy.
- Importance of strategic partnerships
- Application of environmental and social safeguards less stringent.
- Low in-house capacities
- Weak corporate data systems



Conclusions – IFAD's comparative advantage

- IFAD infrastructure investments relevant and overall effective
- Water-related infrastructure needs to address efficiency and sustainability issues.
- Innovations and climate-smart infrastructure important forward-looking and innovative themes
- Focus on better access and sustainability by the poor
- Provision of productive and market infrastructure will be in high demand
- Also infrastructure for basic needs, such as drinking water

Conclusions – Focus on capacities and institutions

- Demand for infrastructure investments expected to increase
- Scaling up infrastructure investments, but how?
- Public and private partnerships needed, but costs and risks need to be considered
- Transition from government-owned to more inclusive and stakeholder-owned models requires capacities
- Institutional governance and capacity-building require longer-term perspectives, in particular in fragile states

Recommendations

1) Prepare a corporate strategy

- What? How?
- Resource acquisition; partnerships
- Tracking performance and results

1) Strengthen know-how and capacity

- Technical expertise required at headquarters level
- Recruitment of external assistance
- Capacity building for partners in country

3) Attention to pro-poor infrastructure governance

- Institutional governance arrangements, policy, legal and regulatory frameworks, capacities
- Exit strategies
- Potential conflicts and trade-offs
- Inclusive approach