



Investing in rural people

Independent Office
of Evaluation

Evaluation synthesis – Infrastructure at IFAD (2001–2019)

Learning event

26 March 2021





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Agenda



Investment trends



IFAD strategy and capacity



Infrastructure performance



The challenges ahead

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 impact assessments
 - E-survey (300 responses); Interviews and focus group discussions
 - Relevant studies from other international finance institutions (lessons)

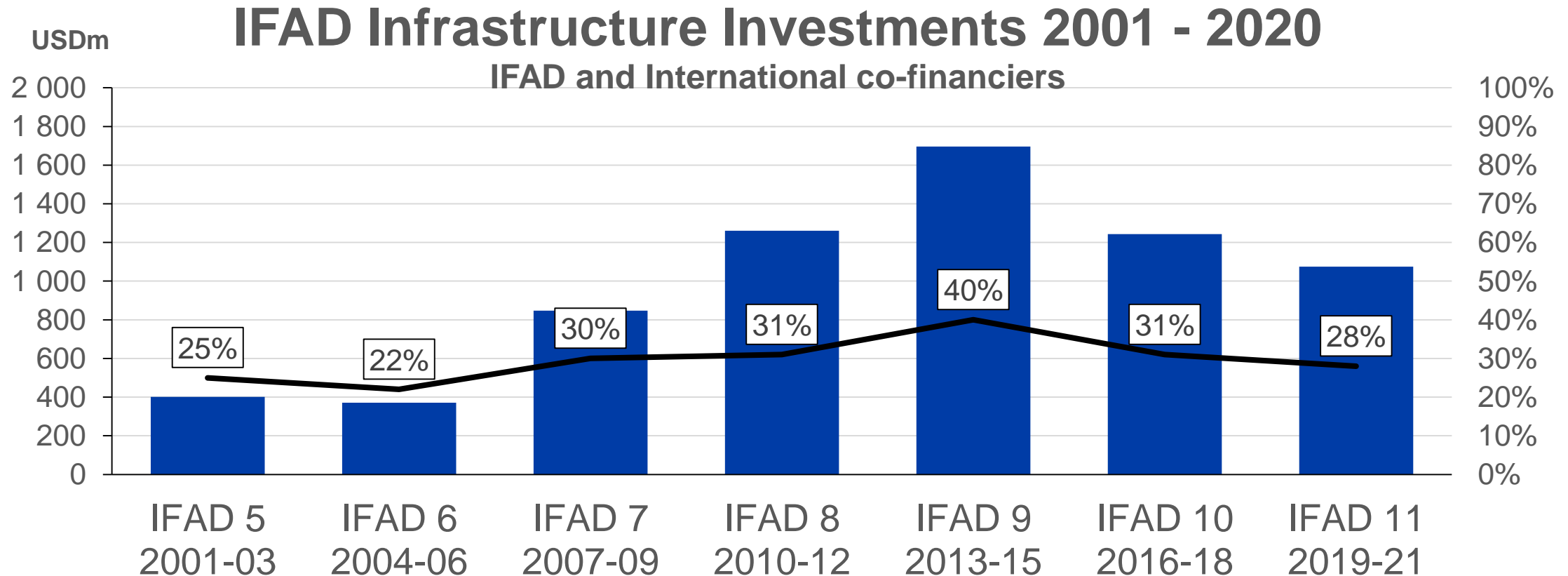


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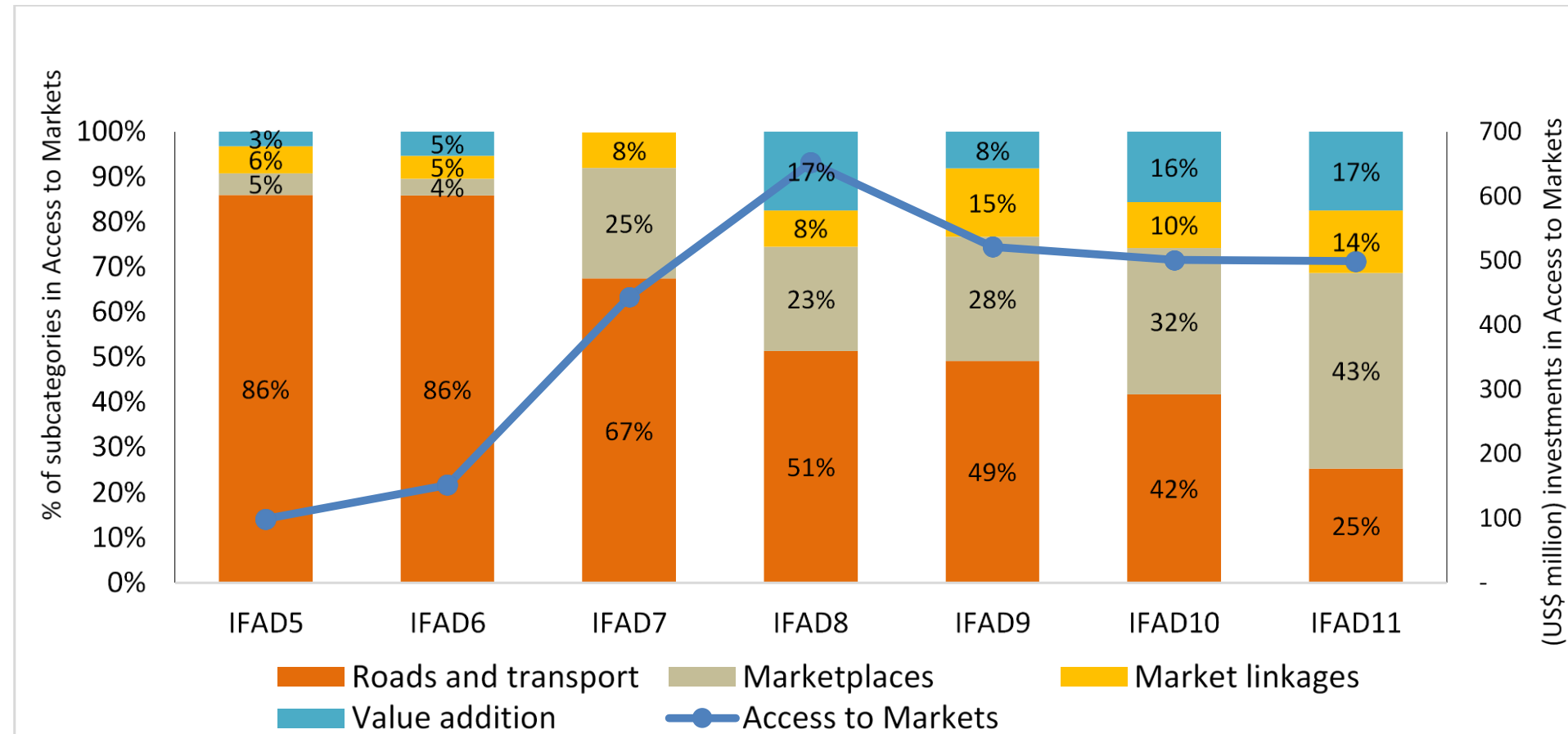
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Investment
trends





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



Source: PMI database (accessed April 2020).



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IFAD strategy & capacity



-  No dedicated policy or strategy for infrastructure in IFAD
 -  Infrastructure key to achieve IFAD's strategic objectives
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- Low in-house capacities for infrastructure planning, implementation support and supervision.
 - Weak corporate data systems for infrastructure M&E and follow-up.
 - Application of environmental and social safeguards less stringent.
 - Rights of smallholder farmers, the poorest groups and indigenous peoples need to be protected in infrastructure projects.
 - IFAD mainly finances community-based and “last mile” infrastructure
 - Depends on collaboration with others to provide infrastructure at scale.



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Infrastructure
performance



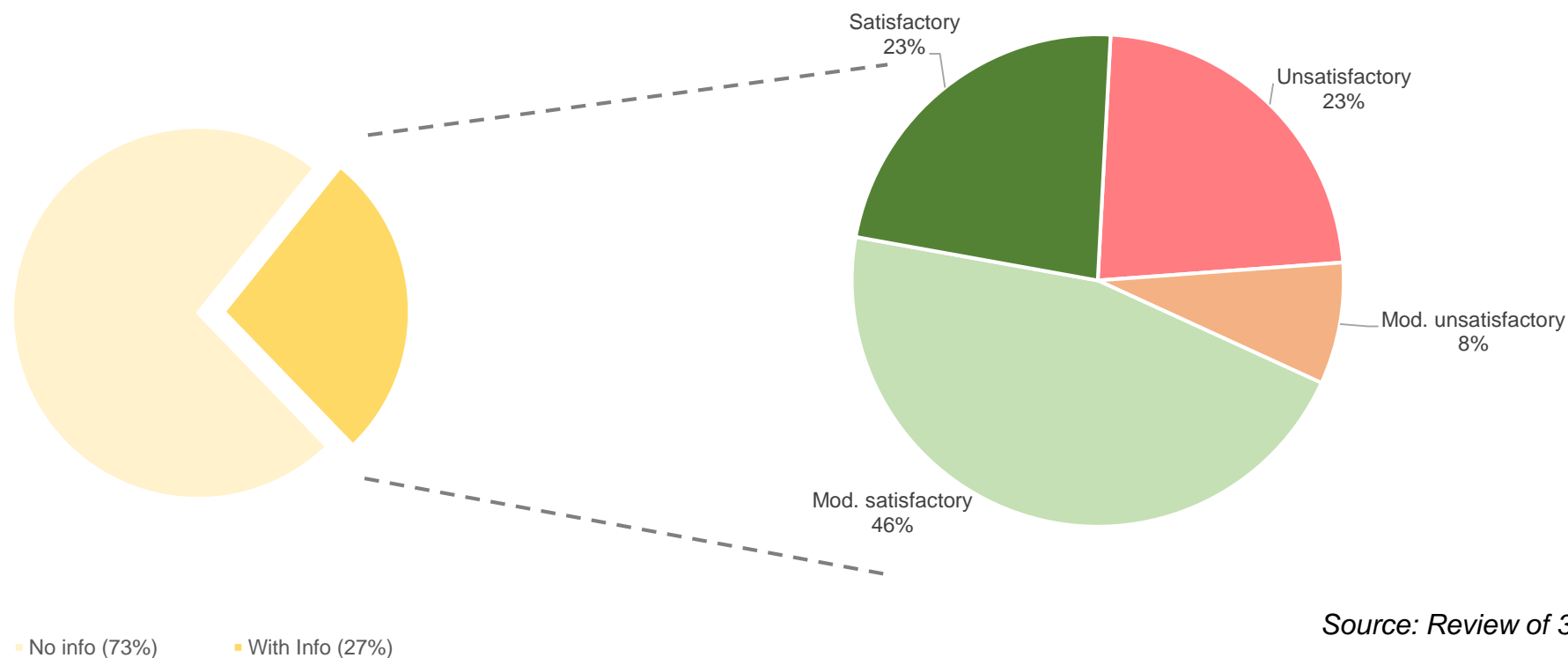
Areas of good performance

- ✓ **Effectiveness:** overall good.
- ✓ Community-driven projects achieved targets for (social and productive) infrastructure.
- ✓ Mixed results in production- and market-focused projects; Market infrastructure often ineffective.
- ✓ **Targeting:** Satisfactory for all community-based projects.
- ✓ Irrigation and road projects: “placement biases,” risk of excluding the very poor.
- ✓ **Gender focus:** Focus on women satisfactory for community-based projects; less positive for market infrastructure.

Areas of weak performance

- **Technical quality.** Mostly low.
- Unsatisfactory for most production- and market-focused projects.
- **Efficiency.** Delays in start-up; slow delivery and procurement.
- **Sustainability.** Not satisfactory in most projects.
- O&M committees set up too late; not sufficiently capacitated beyond project.
- **Government partners.** Technical capacities weak; coordination and oversight insufficient.

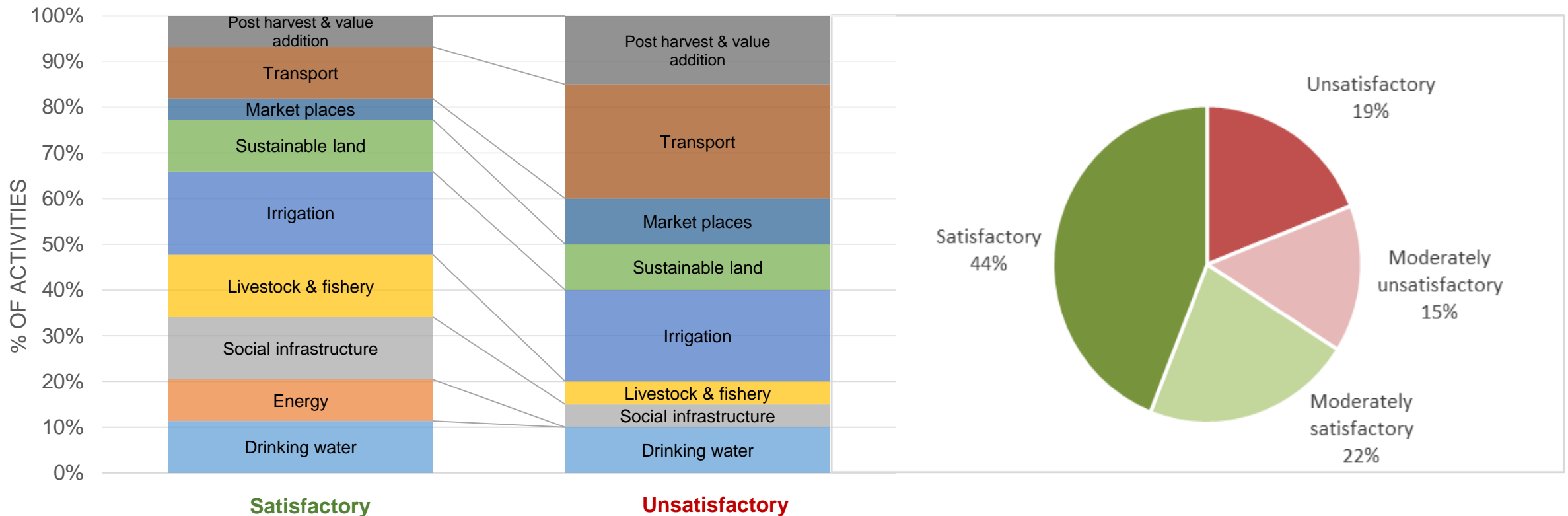
↑ Good focus on poor people



Source: Review of 35 sample projects

↑ Good focus on women

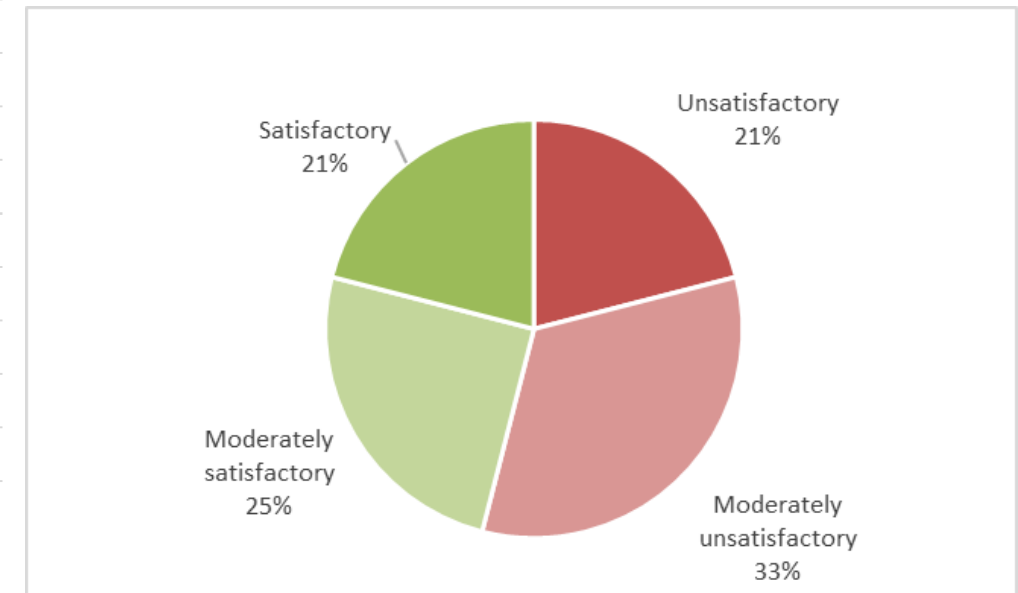
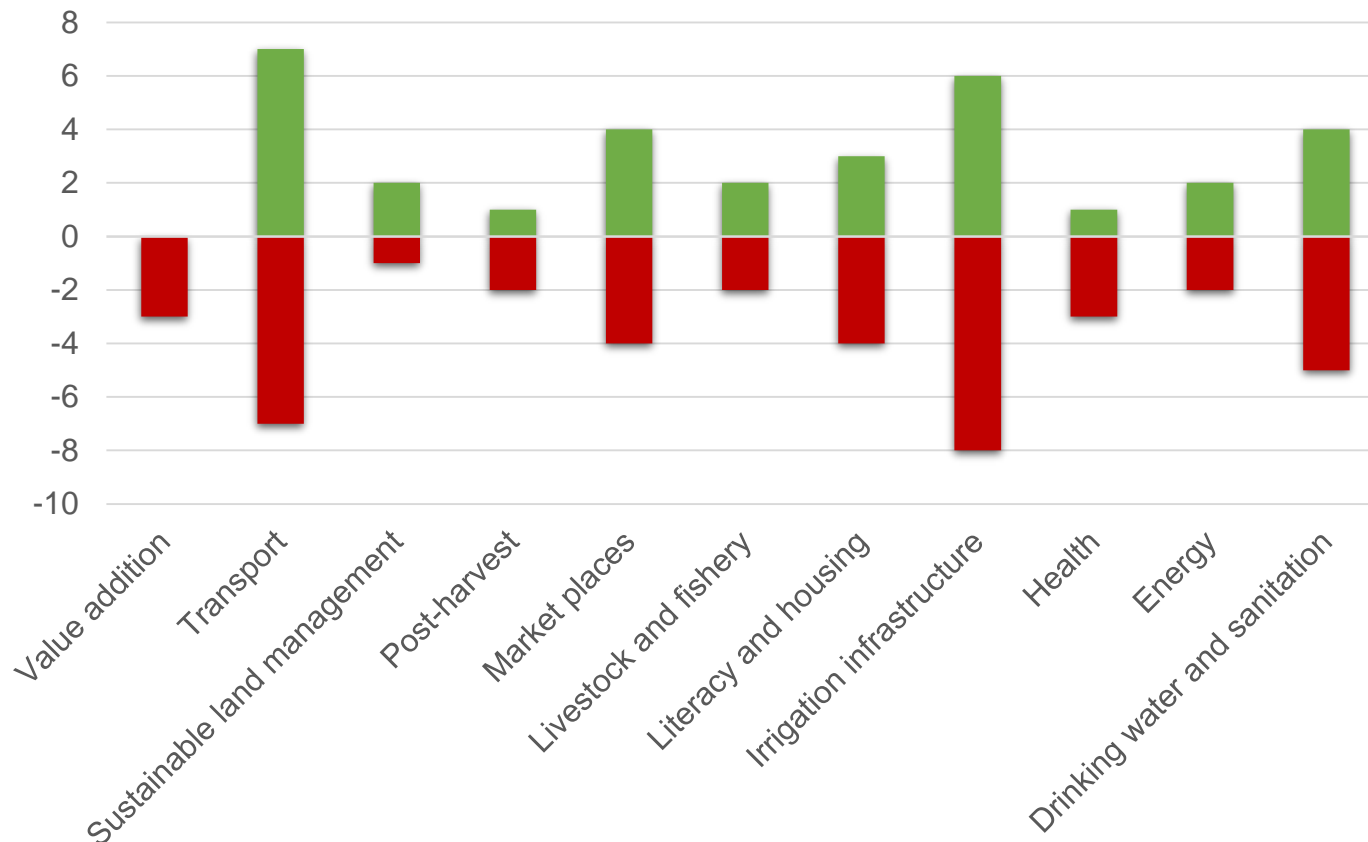
Gender performance by activity



Source: review of 35

Infrastructure performance

↓ Poor technical quality



Source: review of 35 sample projects

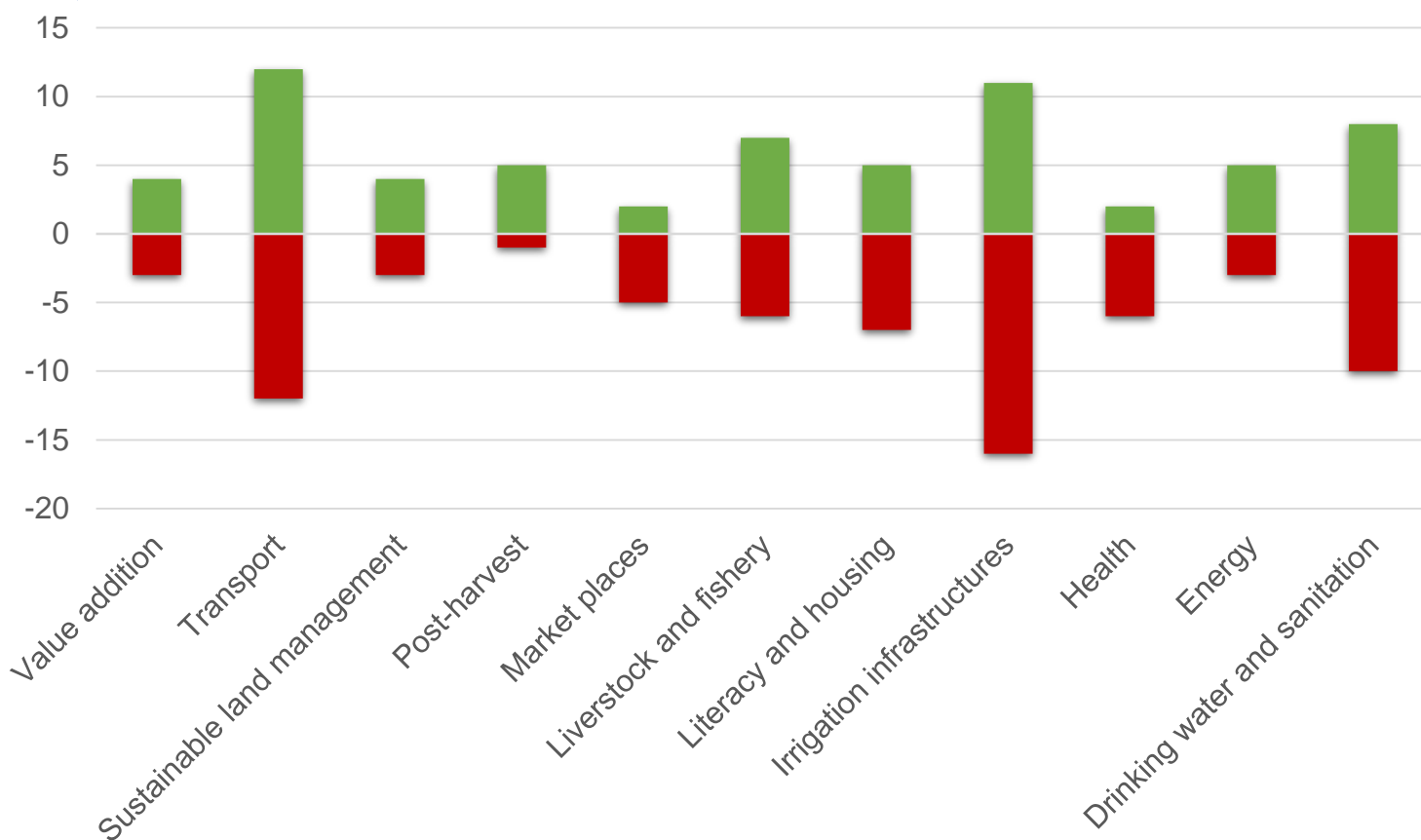
■ Unsatisfactory ■ Satisfactory

Evaluation synthesis – Infrastructure at IFAD

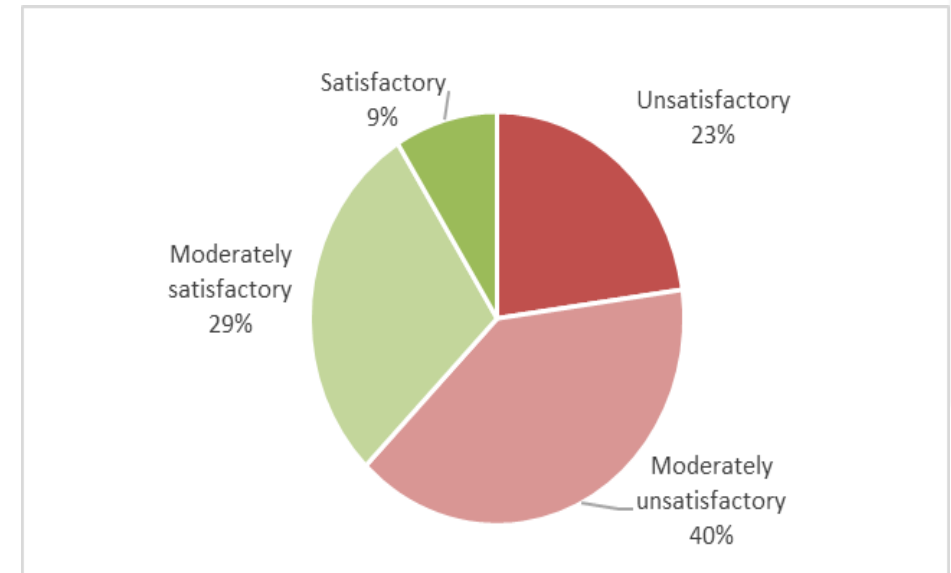
Learning event, 26 March

Infrastructure performance

Poor sustainability



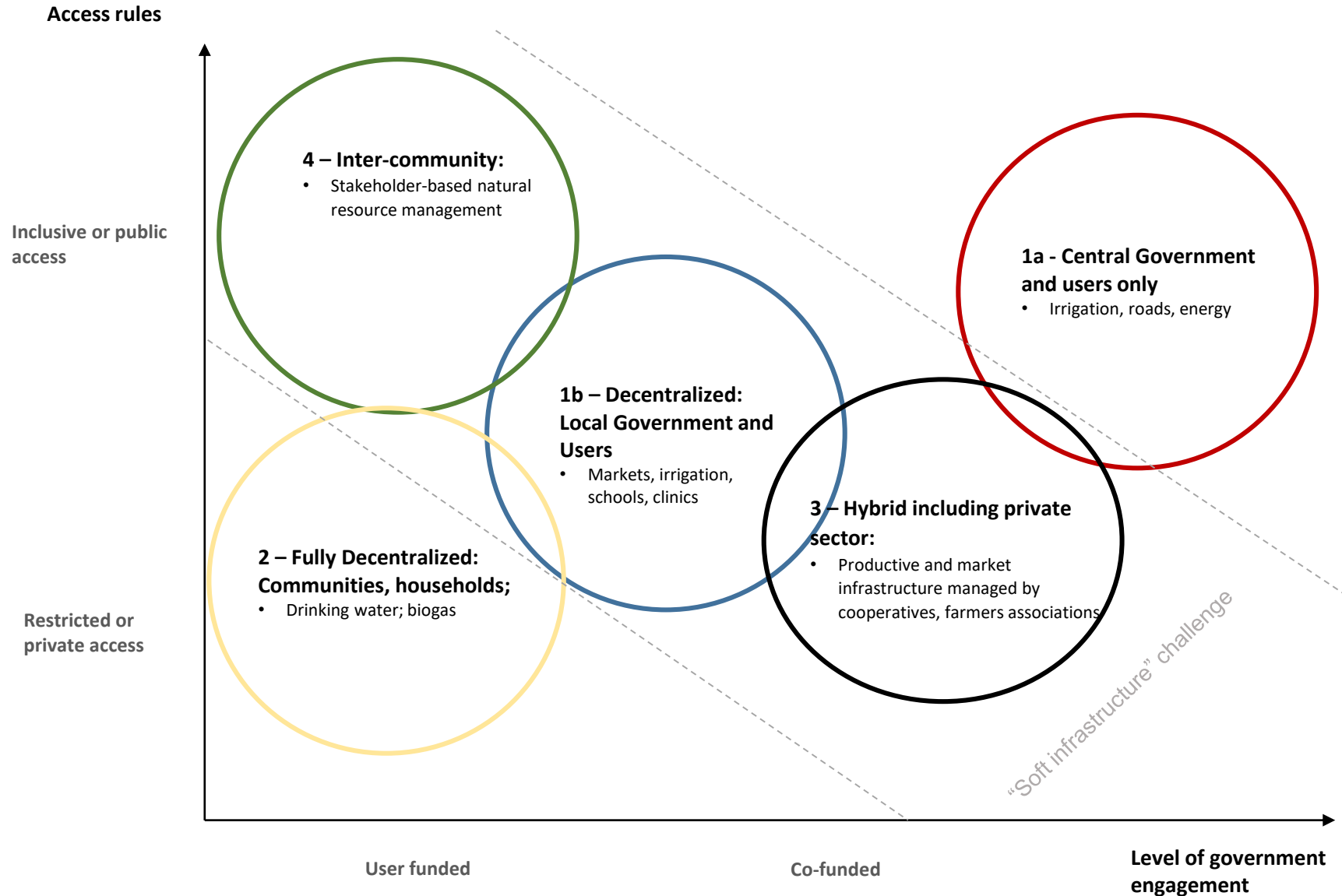
■ Unsatisfactory ■ Satisfactory Source: review of 35 sample projects



Inclusive governance for sustainability

- Decentralized governance arrangements:
 - Community projects; participatory approach supports ownership and sustainability.
 - User groups: insufficient capacities and funds for operation and management
 - Sustainability depends on local governments' ability to raise O&M funds.
- Private sector participation:
 - Market and value added infrastructure
 - Requires functioning farmers' organizations, cooperatives and enterprises
 - User fees: good for sustainability; but may create barriers for the poor and for women
- Inter-community governance
 - Positive for watershed infrastructure, larger soil and water conservation schemes
 - Participatory; require awareness-raising, capacities and technical knowledge;
 - Mediation of diverging interests often needed

Infrastructure performance





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The
challenges
ahead



- **Demand** for infrastructure expected to increase
 - Higher demand for productive investments needs to be balanced with social infrastructure for the poorest
 - Water-related infrastructure: efficiency and sustainability issues
 - Sustainable energy and climate-smart infrastructure: will become more important
- **Inclusive governance** for sustainability :
 - Enabling policy, legal and regulatory frameworks, and capacities
 - Exit strategies from the start
 - User groups' capacities and links with existing institutional and policy frameworks
- Careful assessment of public and private **partnerships** and the associated costs and risks

Questions for discussion

- What are common challenges and trade-offs in IFAD's infrastructure investments?
- What should IFAD do more, and what less?
- How should IFAD scale up its infrastructure investments?
- How could IFAD enhance its performance on efficiency and sustainability?
- How could IFAD ensure that focus on its core target groups will be maintained and no one will be left behind in the process?

Thank you

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