Evaluating the African Development Bank’s Strategy and Programs in Angola (2011-2020)

**What?**


The evaluation team will look at the relevance, efficiency, effectiveness and sustainability of the Bank’s overall program and individual projects in Angola over the period. It will seek to understand both how well the Bank has performed as a partner for Angola in responding to development needs and what are the factors that facilitate and hinder good performance in contributing to achieving its development goals. IDEV is an independent unit within the Bank, it reports to the Board rather than Bank management. This independence ensures the credibility of the evaluation process and findings. It means IDEV can present diverse perspectives and frank assessments of policies, programs, and projects, and impartial, evidence-based findings, lessons and recommendations.

IDEV performs CSPEs both (i) to independently assess the Bank’s performance and contribution to development in particular member countries, and (ii) to identify lessons to integrate into the Bank’s future engagement there – with a view to improving results.

The Bank’s program in Angola over the period 2011-2020 is especially interesting and important given its size – and nature of the lending pattern there. It is also interesting in terms of potential for learning on how the Bank can engage in middle-income countries with a particular context, and having dealt with political and economic transition periods. For Angola, there has not been an opportunity to learn from the Bank’s engagement there through the different political and economic episodes. This evaluation is a prime opportunity to learn from the performance and results of the Bank’s support to the country and to reflect on how the Bank can improve on its contribution to development going forward. When both public and private sector operations approved during the period are combined, they are over USD 2.6 billion (UA 1.85 billion) in value, corresponding to about 25 operations.

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**How?**

The evaluation will examine the country program at three levels, as presented in Figure 1 below. In short, as well as examining the portfolio of operations and taking a close look at the results achieved in those that are completed, it will also look at the program and strategy as a whole over the period under study.

The evaluation will be evidence-based, will draw on primary and secondary sources, and make use of both qualitative and quantitative data. Evaluative assessments and the findings stated in the evaluation and the resulting recommendations, will be clearly supported by the different sources of evidence. IDEV will validate these findings through close consultations with the Angola Country Team and the national stakeholders with the aim to build a shared lesson learning experience and recommendations for consideration by the Bank in the preparation of its next strategy and program in Angola.
The evaluation team will consult a wide range of stakeholders and beneficiaries, using semi-structured interviews, focus groups and other tools where appropriate.

Evidence will be collected to address two sets of questions. The first is about establishing what results the Bank has achieved, and to what extent its operations and engagement have contributed to relevant development objectives of Angola over the period under study. The second is focused on how the Bank is managing its operations and lessons that help to explain good or poor performance within the context of the country. An overview of the evaluation terms of reference is attached for further details.

**Figure 1:**

- Overview of country’s performance
- Alignment and strategic orientations
- Detailed assessments of completed operations
- Project portfolio performance: design and implementation
- Broader assessment of Bank’s engagement: resourcing, approaches, capacity, etc.

**When?**

The evaluation is planned to begin with a scoping mission (virtual due to COVID-19 travel restrictions) to Angola in October 2020, followed by a data collection mission to be timed to coincide with the Bank’s own self-assessment of the current Country Strategy Paper’s (CSP 2017-2021) completion. It is at the scoping stage that the details of the design will be firmed up, following consultations as well as review of data availability and accessibility.

The details of the design will then be finalized by the end of November 2020 with full data collection beginning in the first quarter of 2021. A draft evaluation report and its technical annexes should be available for consultation with key stakeholders during a workshop by end-June 2021. A summary version of this report is planned for presentation to the Bank’s Board Committee on Operations and Development Effectiveness (CODE) by end-September 2021. The findings will be available in time to inform the preparation of the next CSP.

**Who?**

The Task Manager for this Evaluation is Ms. Akua Arthur-Kissi (a.arthur@afdb.org; +225 20 26 27 81), supported by Mr. Roland Akabzaa, Research Assistant, Ms. Sandra Gomez, Junior consultant for the IDEV team, and a lead consultant with potential contributions from a team of experts (consultants). The team is happy to provide more information about the evaluation to interested stakeholders, or to set up interviews to ensure internal and external stakeholders from public and private sectors have the opportunity to participate. The evaluation is being carried out under the overall leadership of Mr. Madhu Mampuzhasseril, Division Manager, IDEV.