

Country Strategy and Program Evaluation for Uganda

Final Inception Report

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ACRONYMS

Acronym	Definition
AFD	Agence Francaise de Développement
AfCFTA	Africa Continental Free Trade Area
AfDB	African Development Bank
BTOR	Back to Office Reports
BTVET	Business, Technical, Vocational Education and Training
CAS	Country Assistance Strategy
CCI	Cross-Cutting Issues
CFTA	Continental Free Trade Area
CODE	Committee on Operations and Development Effectiveness
COMESA	Common Market for Eastern and Southern Africa
CPI	Corruption Perception Index
CSO	Civil Society Organizations
CSP	Country Strategy and Program
CSPE	Country Strategy and Program Evaluation
DAC	Development Assistance Committee
DRC	Democratic Republic of Congo
DP	Development Partner
EA RISP	Regional Integration Strategy Papers for East Africa
EAC	East African Community
EADB	East African Development Bank
EC	European Commission
EIRR	Economic Internal Rate of Return
ERA	Electricity Regulatory Authority
ESIA	Environmental and Social Impact Assessment
EQ	Evaluation question
ESMP	Environmental and Social Management Plan
EU	European Union
FAD / ADF	Fonds Africain de Développement / African Development Fund
FGD	Focus group discussion
GDP	Gross Domestic Product
GoU	Government of Uganda
HFB	Housing Finance Bank

ICR	Implementation Completion and Results Report
ICT	Information and Communication Technology
IDEV	Independent Development Evaluation
IFCPPI	Institutional Framework for Coordination of Policy and Program Implementation in Government
IGAD	Intergovernmental Authority on Development
ISR	Implementation Status and Results Report
ITS	Intelligent Transport System
JICA	Japan International Cooperation Agency
KCCA	Kampala Capital City Authority
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MA	Ministry of Agriculture
MATA	Metropolitan Area Transport Authority
ME	Ministry of Education
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MIS	Management Information System
MoH	Ministry of Health
MoWT	Ministry of Works and Transport
MTR	Midterm Review
MTRA	Multi-sector Transport Regulatory Authority
MWE	Ministry of Water and Environment
NDP	National Development Plan
NEMA	National Environmental Management Authority
NERAMP	North Eastern Road Corridor Asset Management Project
NGO	Nongovernmental Organization
NPA	National Planning Authority
NPV	Net Present Value
NRSC	National Road Safety Council
NWSC	National Water and Sewage Corporation
ODA	Official development assistance
OECD	Organization for Economic Co-operation and Development
PAR	Project Appraisal Report
PCR	Project Completion Report
PEAP	Poverty Eradication Action Plan
QA	Quality Assurance
R&D	Research and Development
REA	Rural Electricity Agency

REC	Regional economic communities
RMS	Road Management System
RSDP	Road Sector Development Program
RTLBS	Real-Time Location Based System
SADC	South African Development Community
ToC	Theory of Change
ToR	Terms of Reference
UDBL	Uganda Development Bank Limited
UNRA	Uganda National Roads Authority
WB	World Bank

1. INTRODUCTION AND BACKGROUND

The Independent Development Evaluation function (IDEV) is undertaking an evaluation of the Bank's country strategy and programs (CSP) in Uganda during the period 2011-2021. This evaluation is part of IDEV's work program approved by the Bank's Committee on Operations and Development Effectiveness (CODE) with respect to its mandate of overseeing the accountability, results, and lessons learned from Bank's operations.

This inception report articulates the purpose, scope, and methodological approach to be used for the evaluation of the African Development Bank's (AfDB) Country Strategy and Program for Uganda from 2011-2021. It outlines the evaluation's purpose and objectives, data collection tools, communication arrangements, and a timeframe and work plan for completion of the assignment.

The inception report has been developed based on a series of exploratory meetings with AfDB and a virtual scoping mission conducted during the week of February 22-26, 2021, as well as a preliminary document review. The report includes the following sections:

- Evaluation Purpose, Objectives, and Scope
- Background and Country Context
- The AfDB support to Uganda 2011-2021
- Evaluation Approach
- Evaluation Methodology
- Evaluation Workplan
- Stakeholder Engagement Strategy
- Quality Assurance

2. EVALUATION PURPOSE, OBJECTIVES AND SCOPE

2.1. Evaluation Purpose

The Independent Development Evaluation (IDEV) of the African Development Bank (AfDB) commissioned this Country Strategy and Program Evaluations (CSPE) for Uganda alongside a similar activity in Rwanda. According to the Terms of Reference (ToR) (Appendix I), the purpose of the CSPE is to provide timely information for decision-making in the next cycle of the country program. As such, it has a dual purpose: (a) accountability of the AfDB for results to diverse stakeholders; and (b) learning from the implementation of the country program to inform the next program cycle. In particular, the evaluation will draw lessons and propose recommendations for areas of improvement in the design of the new strategies.

2.2. Evaluation Objectives

The objectives of the evaluation are threefold and are to:

1. Assess the contribution of AfDB to the development results of the country (i.e., the differences made by AfDB's key interventions),
2. Identify what works or not for the programs and why, and,
3. Provide lessons and recommendations for future programs.

2.3. Evaluation Scope

The evaluation will cover two strategy cycles (2011-2015 extended to 2016 and 2017-2021), looking at all AfDB interventions during the respective period through an assessment and analysis of its different financing instruments including investment projects, budget support, lines of credit, and institutional capacity building. Also, the evaluation will assess the Bank's analytical work, advisory services, policy dialogue, capacity development, partnership development, and aid coordination. Projects that have been approved before 2011 and completed during the evaluation period will also be considered in analyzing the effectiveness and sustainability of results.

3. COUNTRY CONTEXT

Uganda is a landlocked country in Eastern Africa bordering Lake Victoria. It is bordered by South Sudan in the north, Democratic Republic of the Congo in the west, Kenya in the east, and by Rwanda and Tanzania in the south. The country has a population of 40.3 million (as of 2019) residing within its 241,038 square kilometres border. Uganda's annual population growth is 3 percent and 34.8 percent of the population are adolescents. 80 percent of Uganda's youth live in rural areas. 64 percent of the young persons aged 15-29 years in Uganda are in some form of employment, while 8.8 million young people aged 15-24 are not engaged in education, employment, or under any training[1].

Since its independence from Britain in 1962, Uganda has endured military coups, followed by brutal (military) dictatorships which ended in 1979, disputed elections, and a five-year war in the early 1980s. The country also had to contend with the two-decade-long violent insurgency by the Lord's Resistance Army (LRA) in the north. Uganda is a Presidential Republic, in which the President of Uganda is both the head of state and head of government. Politically, it can be characterized as a hybrid regime with regular elections and a multiparty system. The country has experienced relative political stability over the last thirty years. On January 16, 2021, Uganda's Election Commission confirmed Yoweri Museveni, an army general and the leader of the ruling National Resistance Movement, as the President of the country for a sixth term.

Uganda is classified as a low-income country. It has a nominal GDP of 36.484 billion USD[2] and a GDP growth rate of 6.8 percent[3] annually. Between 1992 and 2017, the proportion of the population living in monetary poverty fell dramatically from 56 to 21 percent[4]. At 72 percent, agriculture is the largest contributing sector to the GDP, followed by services at 23.7 percent. The main industries driving the economy include sugar processing, brewing, tobacco, cotton textiles, cement, steel, and production. Uganda is categorized as one of the most vulnerable countries, ranking 14th among the most vulnerable and 48th least ready country to respond to hydro-meteorological hazards[5]. Uganda's economic and human development is closely tied to many climate-sensitive resources and sectors such as agriculture, water, environment, tourism, and natural resources.

COVID-19 pandemic

The COVID-19 pandemic has severely impacted Uganda's economy. In the African Development Bank East African Economic Outlook 2019, it was projected that Uganda would be among the few countries in the greater East African region to be among the fastest-growing economies in the world by 2025. However, with the decline in economic activity and increasing pressure on

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1 Uganda's Youthful Population-Quick Facts, UNFPA, Uganda
2 World Economic Outlook Database, October 2019, IMF
3 World Bank, 2019. Calculated at constant 2010 USD
4 Uganda's Multidimensional Poverty Profile, UNICEF, 2019
5 National Risk and Vulnerability Atlas of Uganda, UNDP Uganda, 2021

spending, large fiscal and external financing gaps are emerging. Real GDP declined by 0.5 percent in 2020, after growing 7.5 percent in 2019[6]. Household incomes have fallen, which is concerning given the high levels of vulnerability to poverty, limited social safety nets, and the impact this might have on human capital development and Uganda's capacity to benefit from its demographic transition.[7] It is expected that there will be a 45-50 percent decline in foreign direct investment, remittances, and tourism inflows compared to pre-Covid projections[8]. The government estimates a stimulus gap of 5-8 percent of GDP for Uganda to return to pre-crisis levels. Although, the performance of the tourism sector will continue to be low in 2021, manufacturing, construction, and retail and wholesale trade are expected to rebound in 2021, contingent upon the recovery of the global economy—though they are likely to remain below pre-COVID–19 levels[9]. In June 2020, the government announced a Covid-19 stimulus package targeting Covid 19 health-related expenditures, restoration of household incomes, emergency social protection, re-igniting business activities by supporting SMEs, and tax relief to businesses[10]. The government is working with development partners to finance the stimulus gaps.

Regional Context[11]

Countries in East Africa, including Uganda, are members of three important regional economic communities (RECs): The Common Market for Eastern and Southern Africa (COMESA), the Intergovernmental Authority on Development (IGAD), and the East African Community (EAC). This tripartite free trade area facilitated the launch of the latest Continental Free Trade Area (CFTA) in 2018. The greater regional integration in East and Southern Africa has not delivered a significant increase in intraregional trade. In 2017, East Africa recorded 8.3 percent of intraregional trade, a figure mostly achieved over the last five years and much lower than the continental average of 14.3 percent. Intra-EAC and intra-IGAD trade fares better. Intra-EAC trade is the highest among all RECs in Africa, above 20 percent of exports and significantly higher than the continental average.

In the same year, driven mostly by increased consumption, real GDP in East Africa grew by an estimated 5.7 percent, slightly less than the 5.9 percent in 2017 and the highest among African regions. At 59 percent, the GDP is dominated by the service sector, followed by the agriculture sector at 29 percent. The countries with the highest economic growth are Ethiopia, Rwanda, Tanzania, Kenya, and Djibouti. Despite the growth, high poverty, inequality, and unemployment are pervasive across the region, with a marked absence of coordinated structural transformation.

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6 African Economic Outlook 2021, African Development Bank
7 Uganda COVID-19 Crisis Response and Recovery Budget Support to Mitigate COVID-19 Pandemic, The World Bank 2021.
8 IMF Country Focus-Uganda, 2020
9 African Economic Outlook 2021, African Development Bank
10 Uganda's Recovery Program, Ministry of Finance, Planning and Economic Development, Uganda, September 2020
11 Data for the regional analysis is extracted from AfDB East Africa Economic Outlook 2019

The latter is further evidenced by the small share (14.6 percent) of manufactured exports in the overall regional GDP composition.

All countries remain critically vulnerable to the impact of climate change on agriculture, a heavy reliance on primary commodity exports, rising oil prices, and consequent increases in external indebtedness. The regions changing composition of debt toward China (and its export-import bank) and the growth of borrowing from Eurobonds are also making the external debts highly expensive. The fragile status of domestic peace and security in countries such as Burundi, Somalia, South Sudan, and Ethiopia is also contributing to rising instability within the region. In 2019, border tensions between Uganda and Rwanda erupted, and they could re-emerge despite an agreement signed in August 2019. Countries in East Africa are also exposed to threats from the Somali terrorist group Al-Shabab[12].

Before the *COVID-19 pandemic*, growth in the African continent was projected to remain strong at 3.5 percent, except for oil-dependent nations such as Nigeria and Angola. The region is expected to rebound to 3 percent economic growth rate as early as 2021, provided that governments manage the COVID-19 infection rate well.

3.1. Economic Context

Over the past three decades, Uganda's economy has experienced varying growth rates. Between 2010-2020, the *Ugandan economy* has remained relatively resilient in spite of a challenging global economic environment, geopolitical challenges, and the deepening impacts of climate change. Over this period, the economy has moved from recovery to growth based on short-to-medium term planning, which is articulated in the five-year National Development Plans. (NDP I and NDP II). A stable macroeconomic environment, including stable inflation rates at 5 percent on average and an increase in investment in road and energy infrastructure has enabled the country's real GDP to grow to a robust 6.2 percent in FY2017/18 from 3.6 percent in FY 2012/13. In fact, the economy has expanded more than 2 times from UGX 64 trillion in FY 2010/11 to UGX 128 trillion in FY2018/19 in nominal terms. Although, below the National Development Plan II (NDP II) target, GDP per capita has grown from USD 844 in FY2011/12 to USD 878 in FY 2018/19 amidst population growth from 34.9 million in 2015 to 40.3 million by 2019. Before being hit by the global COVID-19 pandemic, the economy was projected to grow at a rate of above 6 percent.

The country's economic growth has not effectively translated into significant wealth creation for its underserved population. According to World Bank data, Uganda's Gini index stood at 42.8 as of 2016. The percentage of people living in urban areas increased from 16 percent in 2002 to 24 percent in 2019[13]. About 60 percent of this urban population still lacks basic amenities such as decent housing, sanitation, and a safe water supply. Nationally, the percentage of people living

[12] Data for the regional analysis is extracted from AfDB East Africa Economic Outlook 2019.
[13] World Bank Data https://data.worldbank.org/indicator/SP.URB.TOTL.IN.ZS?locations=UG

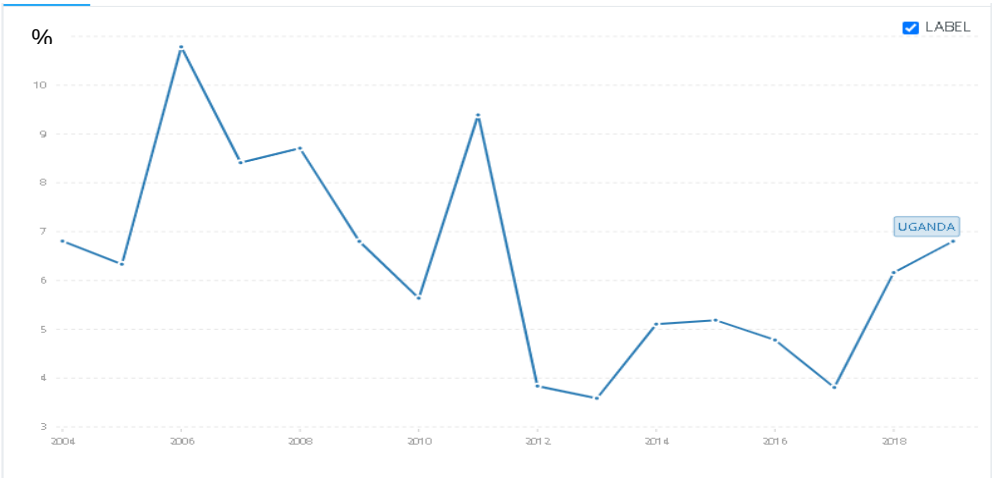
below the poverty line (1.00 USD per day) was 21.4 percent in FY2017/18 compared to the NDPII target of 14.2 percent for the period 2015/16-2019/20.

There are still wide regional disparities in the percentage of people living below the poverty line over the NDPII period 2015/16-2019/20. In fact, in terms of poverty levels, Bukedi (47 percent), Busoga (42 percent), Bugisu (40.7 percent) and Teso (40.5 percent) experienced reversals compared to the previous poverty levels in the NDPI period 2010/11-2014/15. The relatively backward northern and Karamoja regions characterized by high Human Poverty Indices have also experienced sustained economic growth due to the restoration of peace and security over the last decade. Livelihoods in these regions are agri-dependent and lack any sort of comprehensive industrialization strategy to add value to their agricultural produce in order to boost their incomes. Being agri-dependent, these economies also need integrated support to factor in the impact of climate change on their agricultural production.

The proportion of the labour force in paid employment increased from 17.3 percent in 2011/12 to 19.5 percent in 2016/17. The percentage of the working labour force increased from 79.1 percent to 81.1 percent over the same period. The sector remains plagued by labour underutilization of young people. The country has a relatively young population with about 60 percent below 18 years of age, of which 51 percent are female.[14]

Uganda's labour market continues to face a shortage of requisite skills, with only 4.8 percent of people having some form of tertiary education qualification as of 2014[15]. There is a mismatch between the curriculum offered at the tertiary institutions and the labour market skills requirements, which explains the high graduate unemployment rates in Uganda's labour market.

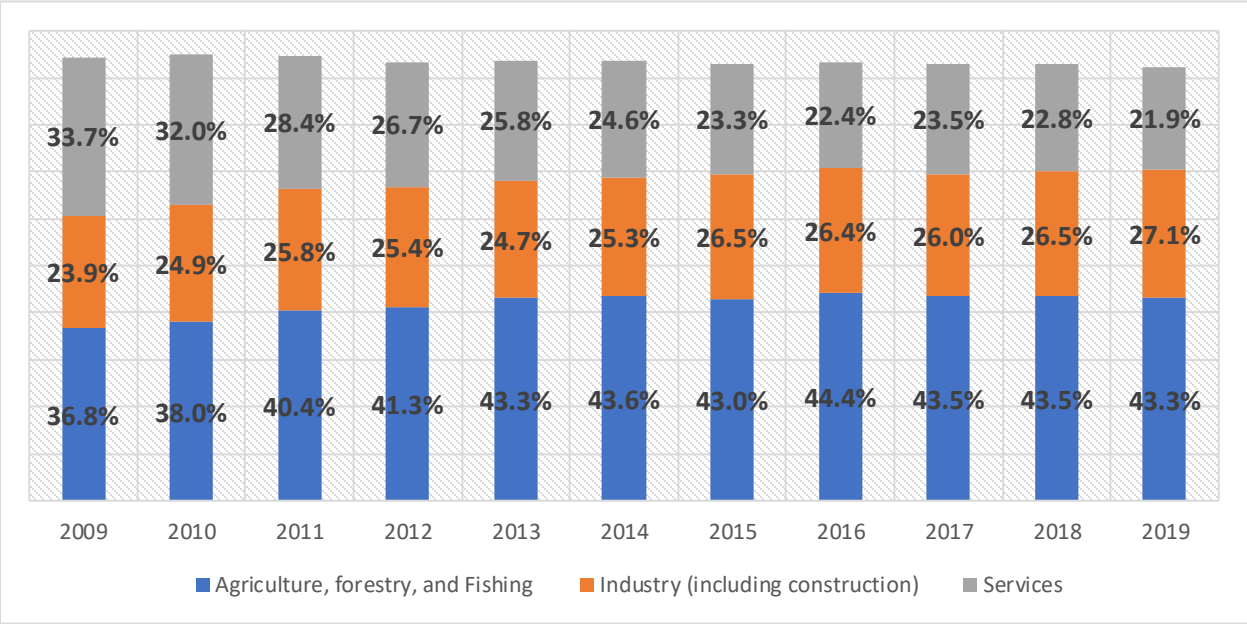
Figure 1: Uganda GDP growth (2004-2009)



(Source: World Bank)

[14] Uganda Vision 2040
[15] UNESCO education data portal http://uis.unesco.org/en/country/ug

Figure 2 Share of GDP by sector from 2009 to 2019



(Source: Statista [16])

In terms of *foreign trade*, over the NDP II period, exports of goods and services grew from USD 4.9 billion in FY2013/14 to USD 5.4 billion in FY2017/18, in nominal terms. This is clear progress as net exports stood at 8.4 percent in 2013/14. The trade balance was in deficit by the end of 2013/14 because of the higher value of imports, compared to the low value of exports. The improvement in the trade balance has contributed to the country's efforts to maintain its debt sustainability and pay for the procurement of essential intermediate goods for the take-off of the country's budding industrialization process. Tourism, boosted by continued peace and security, remains one of the best performing sectors, contributing to the country's foreign revenue portfolio by as much as USD 1.6 billion in 2018. In contrast, the comparatively sluggish growth of volume and value of commodity exports remains a critical cause for concern. Common Market for Eastern and Southern Africa (COMESA) countries remain the main destination of formal exports, accounting for about 56.5 percent of total exports over the last eight years, followed by the European (EU) at 28 percent and the Middle East at 10 percent. The major markets for Uganda's formal exports in the region are South Sudan, DR Congo, Kenya, and Rwanda, accounting for over 81.1 percent of exports to the region. The full operationalization of the Africa Continental Free Trade Area (AfCFTA) and the specially designed industrial parks are expected to attract more foreign investment, increase local employment, strengthen diversification of the economy and thereby contribute to the growth of commodity exports over the next five years.

[16] Statista is a reliable and trustworthy source of data easily accessible on internet. More than 80% of its aggregated data comes from either its own data collection processes (49%) or from unique data partnerships with globally recognized market research institutes (35%). https://www.statista.com/aboutus/trust

Foreign aid is a significant element of Uganda's fiscal system. Uganda's net official development assistance and official aid increased by 24 percent from USD 1.69 billion in 2010 to USD 2.1 billion in 2019. The country's public sector debt is expected to jump to a staggering 49.9 percent of GDP by end of June 2021, up from 41 percent in June 2019, due to the Covid-19 crisis[17]. As of June 2020, Uganda's total public debt amounted to USD 15.27 billion. The debt is largely constituted of credit lines from China secured to finance ambitious infrastructure projects over the past decade. According to the Ministry of Finance, Uganda's debt will peak at 54 percent in the fiscal year ending June 2023 before starting to decline.

3.2. Social Context

Access to and utilization of education services has significantly increased over the last decade. 92 percent of all parishes now have a government-aided primary school, while 71 percent of all sub-counties have a government-aided secondary school. There is also a university in all major regions of the country. Enrolment at the tertiary level now stands at about 259,000, of which 162,299 are attending universities. The aggregate impact of all this is an increase in literacy rate (of persons aged 10 years and above) from 70 percent in FY2012/13 to 74 percent in 2016/17. Despite this progress, the government acknowledges that there is still much work to be done as the quality of education remains low, characterized by low levels of literacy and numeracy, and a high rate of school dropout.

Enrolment at Business, Technical and Vocational Training (BTVET) has also increased significantly over the last decade. Restoration and establishment of new BTVET institutions at the district level have facilitated technical skills development. Currently, 42 percent of all districts have at least one government aided BTVET institution. Consequently, enrolment into BTVET programs increased from 25,262 in 2008 to 129,000 in 2017. The access to BTVET programs has been further facilitated by the establishment of the four Uganda Technical Colleges (UTC) in four important regions. Over the next 5 years, the government plans to focus on generating more investment and better coordination within the BTVET sector.

Similar to education, access to and utilization of health services has significantly increased from 2010/11 due to significant development of the health infrastructure. By 2018, 75 percent of the population lived within a five-kilometre radius of a health facility. Currently, there are 2 national referral hospitals, 19 regional referral hospitals, 147 district hospitals, and 19 tier 4, 1250 tier 3, and 3,610 tier 2 Health Centres across the country. The mortality rate of infectious diseases such as malaria reduced from 20 per 100,000 people in 2016/2017 to 9.38 per 100,000 people in 2017/2018. In addition, significant progress was made in reducing infant and maternal mortality rates between FY2012/13 and FY2016/17. Over this period, infant mortality per 1,000 live births decreased from 54 to 43 and maternal mortality went down from 438 to 336 per 100,000 live birth. Moreover, stunting among children has also been reduced from 33 percent to 29 percent. The

[17] Ministry of Finance 2021/2022 fiscal year budget planning paper

greater access to and utilization of health care services has led to an impressive increase in life expectancy by 9 years from 54.5 in 2012 to 63.3 years in 2017.

Uganda's progress in ensuring gender equality has been slow. Gender disparities are high in secondary school completion rates (33.5 percent for girls compared to 36.2 percent for boys as of 2017) (GPI 0.81), enrolment at TVET, access to healthcare services, and labour force participation[18]. Violence against women is on the increase in Uganda despite the presence of laws and policies to protect victims and survivors[19]. The 2016 Uganda Demographic and Health Survey revealed that more than 1 million women are exposed to sexual violence every year in Uganda. Uganda dropped a staggering 32 places on the World Economic Forum's Global Gender Gap ranking and slipped to 65 in 2020 compared to 33 in 2010.

3.3. Democracy, Peace, and Security

During the decade between 2010 – 2019, Uganda has enjoyed peace and security in all regions of the country. The country's performance on the four dimensions of *governance* principles of development assistance (peace and stability, democracy, human rights, and rule of law/access to justice) has remained broadly satisfactory. The whole country, including the northern parts that had for a long time been insecure, enjoyed a stable security environment over the NDPI and II period.

There is *diversity* of culture and religion in the country. Uganda's constitution prohibits discrimination on religious grounds and stipulates that there shall be no state religion. It allows for and protects the freedom of belief and the right to practice and promote any religion for all constituents.

Uganda's score on the corruption perception index (CPI) of Transparency International oscillated between 24 and 29 (on a scale of 1 to 100) over the past decade. Currently, it has a score of 28 and ranks 137 among the 180 countries rated. In terms of promoting gender equality and women's rights, the Domestic Violence Act, 2010 and the Prohibition of Female Genital Mutilation Act, 2010 were enacted, however, enforcement remains limited.

As of 28 February 2021, Uganda is host to the world's third-largest refugee population. Over 1.4 million refugees and asylum seekers from South Sudan, Democratic Republic of Congo, Rwanda, Burundi, Ethiopia, Sudan, Eritrea, and Somalia[20] have settled in the West Nile, Northern, and Western parts of the country; 82 percent of the refugee population are women and children.[21] Uganda offers one of the most conducive environments to its refugee population. The refugees are allowed to set up businesses, offer labour services and move freely within the country but

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18 National Development Plan III

19 https://www.un.org/africarenewal/news/uganda-violence-against-women-unabated-despite-laws-and-policies

20 Uganda Comprehensive Refugee Response Portal https://data2.unhcr.org/en/country/uga

21 Informing the Refugee Policy Response in Uganda, The World Bank, 2019.

have to reside in officially demarcated settlements. They also have access to government-provided health care and primary education. This creates additional pressure on the Ugandan economy as the densely populated refugee settlements are always vulnerable to disease outbreaks such as cholera, malaria, and Ebola. The impact of the Covid-19 pandemic on the refugee population was as severe and multi-dimensional as it was on the host communities.

3.4. National Development Strategies and Policy Framework

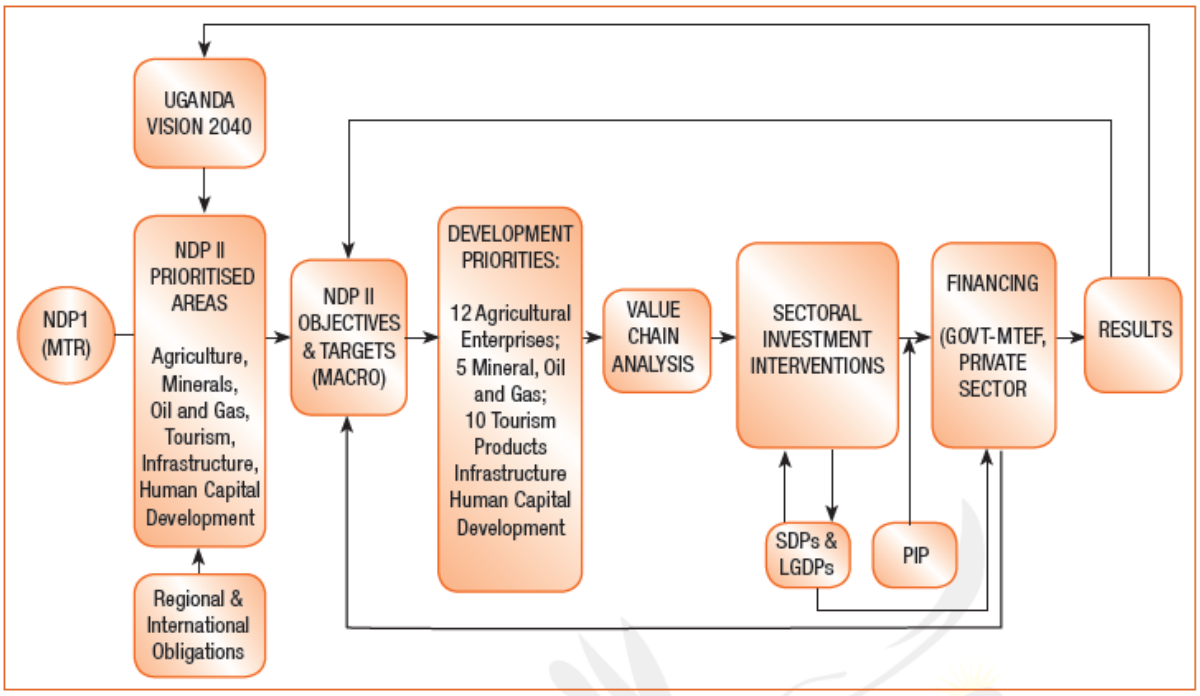
Uganda's planning framework consists of a 30-year vision entitled Vision 2040. Approved by the Cabinet in 2007, Vision 2040 is to be realized through six five-year national development plans, sector investment plans, local government development plans, annual work plans, and budgets. The National Planning Authority coordinates the production of these various planning exercises.

The National Development Plan (NDP) is the guiding policy framework for the country's medium-term strategic direction, development priorities, and implementation strategies. The Government launched the first National Development Plan in April 2010 covering the period 2010/11 to 2014/15, as a successor to the second Poverty Eradication Action Plan (PEAP) of 2004. The **NDP I (2010/11-2014/15**) focussed on a number of 'primary growth sectors, namely a) agricultural development, b) forestry, c) tourism, d) mining, e) oil and gas, f) manufacturing, g) information and communication technology, h) housing with several complementary sectors (science & technology, transport, energy, water, land management, physical planning, urban development, trade development, financial services, and cooperatives).

The Office of the Prime Minister is responsible for the coordination and implementation of government policies, programs and projects across ministries, departments and agencies. In 2003, the Institutional Framework for Coordination of Policy and Program Implementation in Government (IFCPPI) was formally established under the Office of the Prime Minister to set up an effective national coordination structure. The multi-sectoral Technical Implementation Coordination Committee, chaired by the Permanent Secretary (Office of the Prime Minister), coordinates and monitors program implementation across ministries and sectors. The IFCPPI is supported by 16 joint Sector Working Groups responsible for the implementation of the National Development Plan and service delivery at sector level. In addition to that, there are several thematic and ad hoc coordination groups.

The second **NDP (2014/15-2019/20)** identifies a number of priority development areas, a) agriculture, b) tourism, c) minerals, oil and gas resource development, d) infrastructure (transport, power, oil & gas, ICT, water), and e) human capital development.

Figure 3 Prioritization framework of NDP II



(Source: NDP II)

The National Development Plan (NDP) will remain the guiding policy framework for the country's medium-term strategic direction, development priorities and implementation strategies. The goal of the **NDP III (2020/21-2024/25)** is "to increase household incomes and improve quality of life of Ugandans". The key objectives of the Plan are to (i) Enhance value addition in key growth opportunities; (ii) Strengthen the private sector to create jobs; (iii) Consolidate and increase the stock and quality of productive infrastructure; (iv) Enhance the productivity and social wellbeing of the population; and (v) Strengthen the role of the state in guiding and facilitating development.

The NDP III has identified and designed eighteen (18) **programs** to achieve these objectives. These programs are aligned with the country's commitments to regional and international development frameworks. The Plan also outlines the corresponding human resource requirements for each program.

3.5. Key sectoral development priorities

Following the outline of the NDPs, Uganda's key sectoral development priorities in NDPII can be summarized as follows:

Agriculture: Agriculture has been and remains central to Uganda's economic growth and poverty reduction. It is a major source of raw materials for the manufacturing sector, a market for non-agricultural output and a source of surplus for investment. However, the great bulk of agriculture production is subsistence-oriented with some 69% of households operating as subsistence

farmers. This segment of the population consists of largely smallholder subsistence farmers living on small and fragmented plots of land and whose production has hardly any surplus for sale in the market.

The major challenges facing the agricultural sector were: ineffective extension services; low absorption of modern technology; high cost, adulteration and limited availability of key agricultural inputs; pre- and post-harvest crop losses; heavy livestock losses to diseases and pests; low and declining soil fertility; inadequate physical and marketing infrastructure; weak land tenure and low access to farmland; insufficient water storage infrastructure; standards, limited food safety and quality assurance; as well as inadequate meteorological services among others.

Tourism: Tourism was and continues to be a major foreign exchange earner for the country. However, more effort is required to fully exploit its potential to maximize the benefits to the economy. The sector was characterized by low product range; over-reliance on traditional tourism source markets; inadequate skills and competencies especially in marketing and the hospitality industry; inadequate supportive infrastructure; and weak management and regulation of the sector. In addition, Uganda's tourism sector is nature-based and is vulnerable to the impacts of climate change.

Minerals, Oil and Gas: The minerals, oil and gas sectors contribute to the growth of the Ugandan economy through mineral exports, use of oil and gas for local consumption/generation of electricity and employment generation. During the development of NDP II, the sector was projected to be a major driver in employment creation and GDP growth over the medium term through value addition and that projection has not changed in the past five years. The minerals sub-sector was expected to promote and ensure rational development and utilization of mineral resources in a safe and sustainable environment for socioeconomic development. Several actors including government, private sector and civil society organizations (CSO) are expected to play complementary roles towards the realization of sub-sector goals. The private sector, dominated by medium, small scale and artisanal miners is responsible for exploration, mine development, mineral beneficiation and marketing. The CSOs represent the interests of the miners and mining communities as well as promote the responsible exploration and services to benefit all the stakeholders while the Development Partners provide technical and financial support.

The oil and gas sub-sector is responsible for rational and sustainable exploration, development and utilization of oil and gas resources to support the take-off and social-economic transformation of the country. Between 2010-2019, the government increased investment in developing human resource capacity in the petroleum sector and strengthened policy, legal and institutional framework to attract more domestic and foreign investment. Despite the progress, the petroleum sub-sector remained challenged by inadequate industry infrastructure; excitement and high expectations from the general public; lack of skilled manpower, both in the public and the private sectors; inadequate financing; land acquisition for infrastructure development for oil prospecting; and low institutional preparedness; huge capital requirements and technical expertise needed for projects; inconsistent fuel supply leading to scarcity of petroleum products; and absence of a legal framework and associated technical capacity to regulate and minimize the attendant environmental risks.

Transport: The Works and Transport sector is a crucial sector as it is responsible for the delivery of reliable and safe engineering works and transport infrastructure and services in the country. The challenges faced by the sector include- weak legal, policy and institutional frameworks especially for the railway sub-sector; a weak local construction industry; limited connectivity to major tourism, mineral, oil and gas facilities as well as social services; poor maintenance of the roads; inadequate human resource capacities and limited funding.

Power: The total electricity generation capacity increased by 38 percent from 595MW 2010 to 825MW in 2012. The recently installed generation capacity (Karuma [600MW] and Isimba [183MW] hydropower dams) more than doubled to 1,252MW by the end of 2019[22]. The percentage of the population accessing electricity from the national grid increased from 10 percent in 2009 to 14 percent in 2013. In 2018, the overall grid coverage was still low at 22 percent of Ugandan households using grid-energy for lighting[23]. Moreover, differences between cities and rural areas are significant: 57 percent of households in cities have access to the grid compared to 8 percent in rural areas. From 2016 to 2018, each year, the total number of consumers increased around 15%[24].

The cost of electricity has dropped over the last 4 years from 9 cents to 8 cents for extra-large industrial consumers and from 16 cents to 9.8 cents for large industrial consumers. However, the country was unable to achieve the target of the desired 5 cents per unit cost of electricity. The cost remained even higher for medium industrial consumers at 15.6 cents for a unit. The burden is the heaviest on cottage industries at 17.5 cents per unit. This is problematic because small-scale cottage industries are the engines of rapid growth and job creation in Uganda's local economies.

Water Supply and Sanitation: Another priority area for infrastructure development was the water and sanitation sub-sector. As Uganda is primarily an agrarian economy, ensuring sustainable use of water resources for irrigation, livestock and aquaculture is important. But as the country wants to transition to a sustainable industrial economy, ensuring adequate water for industries and other commercial uses remained challenging. For NDP II, the government planned to build large- and small-scale irrigation schemes, large and medium water reservoirs at the local level and bulk water transfer systems for multiple uses.

ICT: The Ugandan government aimed to harness the transformative potential of ICT to facilitate sustainable, effective and efficient development. The sector is composed of telecommunications, postal, information technology (IT), and broadcasting subsectors. The sector registered good progress over the decade, especially during NDPII. The National Backbone Infrastructure (NBI) was extended to several districts. Additionally, in order to provide faster internet speeds, 4G

[22] AfDB, 2019. ERA. Government of Uganda, NDP III. Government of Uganda NPA, 2020; MoFPED, 2020b
[23] Uganda Bureau of Statistics (UBOS).
[24] UBOS, Excel sheet.

technologies have been rolled out using Long Term Evolution (LTE). The ICT sector's contribution to GDP increased to 8.1 percent in 2012/13 from 5.5 percent in 2009/10.

However, a huge ICT infrastructure gap still existed at the end of NDPI in terms of ICT penetration and use of ICT services for social and economic development. The cost of ICT devices and services remained high and the creation of more direct jobs in the sector and increased transition to online delivery of public services remained challenging.

4. THE AFDB SUPPORT TO UGANDA (2011-2021)

4.1. AfDB Country Strategies and Programme

A Country Strategy Paper (CSP) is designed for a period of five years. It is based on the priorities of Uganda's Poverty Reduction Strategy. The CSPs assess the country's development prospects and challenges, the Government 's strategic options, and the role that the Bank could play, in collaboration with the Government and other development partners, in helping the country realize its development goals. Once adopted by the AfDB's Board of Directors, the CSP becomes the basis for the AfDB's engagement in projects, studies, and program agreements with Uganda. This Country Strategy and Program Evaluation (CSPE) covers two strategy cycles, the CSP 2011-2015 (extended to 2016) and CSP 2017-2021.

4.1.1. Country Strategy Paper 2011-2015 (extended to 2016)

The CSP 2011-2015 was launched in 2011 and was later extended (at mid-term review) to 2016. The rationale for the Bank's engagement with Uganda during this period was to support a "remarkable macroeconomic performance" by the country since 2000 and to help Uganda sustain this growth and translate it into tangible benefits for the Ugandan people, the majority of which, remained in poverty.[25] Several constraints were identified that would need to be addressed so that emphasis could be placed on economic growth, employment and prosperity. The CSP 2011-2016, therefore, identified two pillars:

Pillar 1: Support for social and economic infrastructure with two outcomes: (i) development and rehabilitation of critical economic and social infrastructure (roads, railways, energy, water, health facilities); and (ii) increased agricultural productivity.

Pillar 2: Improving capacity skills development for poverty reduction by linking higher education to labour market needs therefore making training more relevant to supporting economic growth.

The Mid-term Review (MTR) of the CSP confirmed that the Bank's strategy remained valid and well-aligned with the government's National Development Plan and recommended that the two pillars of infrastructure and skills development remain unchanged during the remaining period.[26] The Completion Report (CR) meanwhile found that the CSP was relevant to the NDPs …..to boost public infrastructure, foster skills development and employment growth, and facilitate the

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25 Country and Regional Department – East A, African Development Bank Uganda Results-Based Country Strategy Paper 2011-2015, July 2010

26 East Africa Regional Resource Centre, Uganda Field Office, Country Strategy Paper 2011-2015 Combined Mid-Term Review and Country Portfolio Performance Review, November 2013

expansion of higher value-added activities. It found that all projects targeted for implementation under the CSP were prepared, appraised and presented to the Board for approval which included the 18 indicative operational programmes that were envisaged as well as a number of other studies and projects that were added at the request of the Government of Uganda (GOU). As per the CR, 21 projects with a total net commitment value of UA 757.02 million became operational over the period with a disbursement rate of 15.12%.[27] Overall, the implementation of the CSP 2011-2016 recorded generally good results, according to the CP, with 80% of outputs being achieved or likely to be achieved by the end of the period.

Non-lending activities envisaged during this period included Economic and Sector Work (ESW) to provide analytical underpinnings for the lending program, facilitate policy advice and inform future operations. At mid-term, 3 ESWs had been completed and a 4th , out of the 6th indicatively programmed for the period, was ongoing. The CR reported that ESW supported the Bank in its country dialogues. Areas identified for Country Dialogue included general portfolio performance, enhanced regional integration, improving governance, addressing constraints to private sector development, and enhancing domestic revenue generation.

4.1.2. Country Strategy Paper 2017-2021

Following the 2011-2016 CSP, a new Country Strategy Paper for Uganda for 2017-2021 was approved that was aimed to support Uganda's Vision 2040 to transform the country from a low-income agriculture-based to a prosperous middle-income industrial society (by 2040).

This was to be achieved through aligning and supporting the development objectives and priorities as stated in the National Development Plan II (2015/16-2020/21) (see 3.5 above).

Overall, the **two pillars** under CSP 2017-2021 remained basically the same as CSP 2011 -2016: (1) i**nfrastructure development for industrialization** and (2) **skills and capacity development**. The main objective of the Pillar 1 interventions was "to reduce Uganda's binding infrastructure bottlenecks and create a more enabling business climate by scaling-up selected investments and supportive non-lending activities to boost the country's industrialization, employment and business creation activities in priority economic sectors"[28]. The main objective of the Pillar 2 intervention was "to contribute towards skilling the productive population, across all sectors of the society, with relevant job and business skills that will lead to increased employability and entrepreneurship and, hence, inclusive and green economic growth"[29]. The bank also provided support to Uganda through demand-driven non-lending activities including technical assistance (TA), advisory services (AS) and ESWs. TAs and ASs envisaged for this period were to strengthen institutional capacity with a focus on domestic resource mobilization, investment management, compliance with Bank operational procedures and results-based management.

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27 EARC/UGFO Departments, Uganda - Bank Group Country Strategy Paper 2011 – 2016 Completion Report and Country Portfolio Performance Review (CPPR), October 2016

28 Ibid

29 Ibid

ESW projects identified were to fill knowledge gaps on achieving the High 5s in Uganda and understanding the major challenges and opportunities Uganda is faced with. The Bank also continued its dialogue with the GOU to assist in tackling Uganda's structural problems and accelerating its economic transformation. Priority continued to be given to dialogue on portfolio implementation, and policy, institutional, and regulatory issues affecting the business climate in targeted sectors. An overview of the expected outcomes under each pillar is given in the theory-of-change diagram described in the next section.[30]

4.2. AfDB CSP Theory of Change

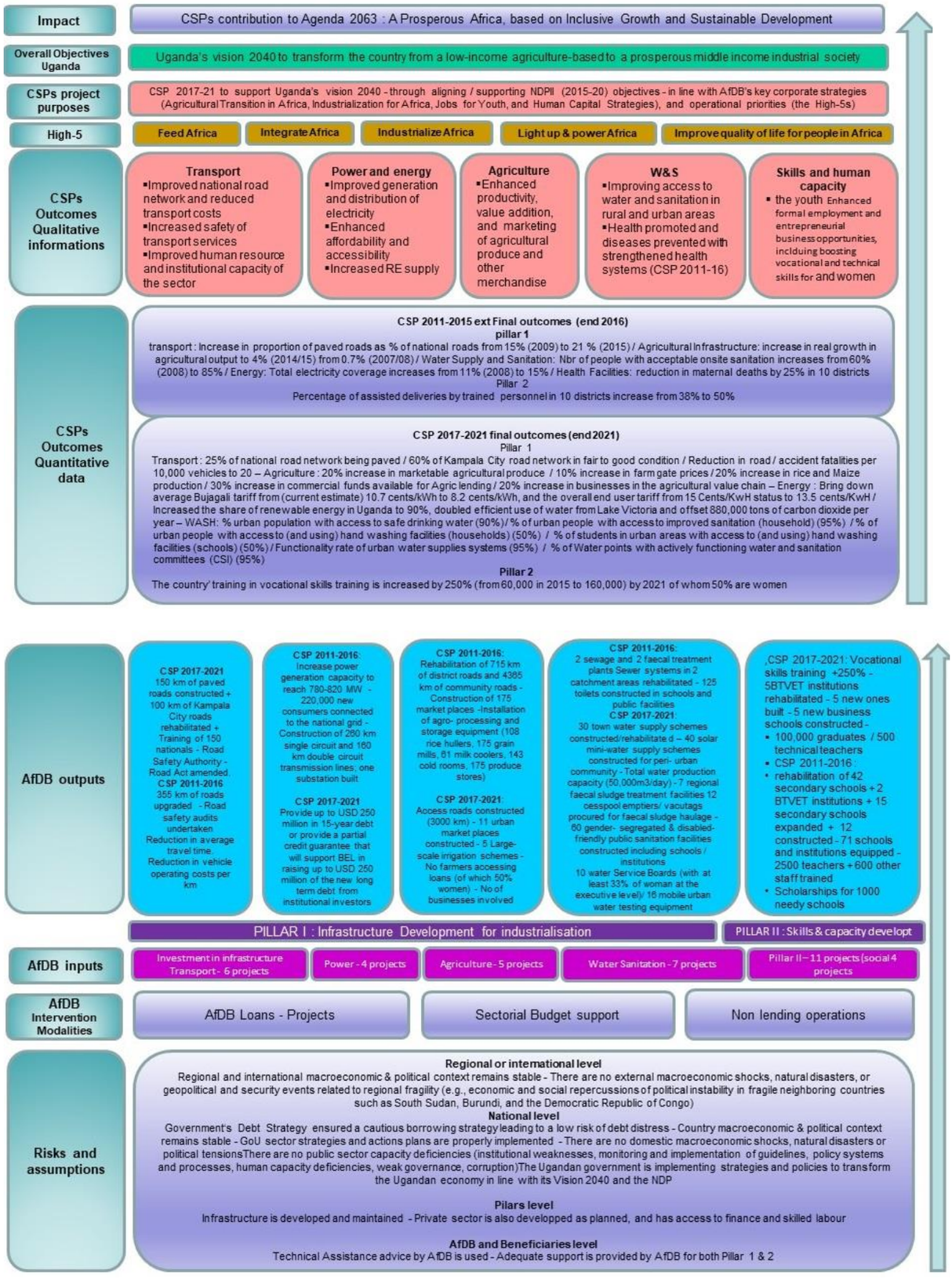
A theory of change (ToC) is an outcomes-based approach for describing the overall logic of an intervention. It explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts. It can be developed for any level of intervention – an event, a project, a programme, a policy, a strategy or an organization.

The Terms of Reference (ToR) of the evaluation suggests using a theory of change (TOC) as the analytical framework to determine the contribution of the Bank's programs to the country results, and linking the CSPs in a systematic way to the development goals as formulated in the NDPs, in particular, its priority areas a) agriculture, b) infrastructure (transport, power, ICT, water), that coincide with the first 'Pillar' of the two CSPs and c) human capital development, coinciding with the second "Pillar".

As such the CSPs do not provide a 'theory of change' but present a logical framework of expected impacts, outcomes and outputs with progress indicators. Thus, the Team, based on CSP and analysis of policy documents, has reconstructed a 'Theory of Change' (Figure 4 on the next page) to better assess and inform the analysis of the Bank's contribution to country results. It represents the intervention logic as it has evolved by the CSPs and decisions made over time. It also identifies different pathways, considering contextual and other factors, by which Bank interventions achieve development outcomes and impact at the country level. The Theory of Change will serve as an analytical framework for the analysis at the country level, helping the evaluators to determine the contribution of the Bank's programs to the county-level results.

30 Ibid

Figure 4: Theory of Change CSP (2011 – 2021)



Source: Evaluation Team

4.3. Overview of AfDB's Portfolio in Uganda

4.3.1. Overview of AFDB's Portfolio CSP 2011 - 2021

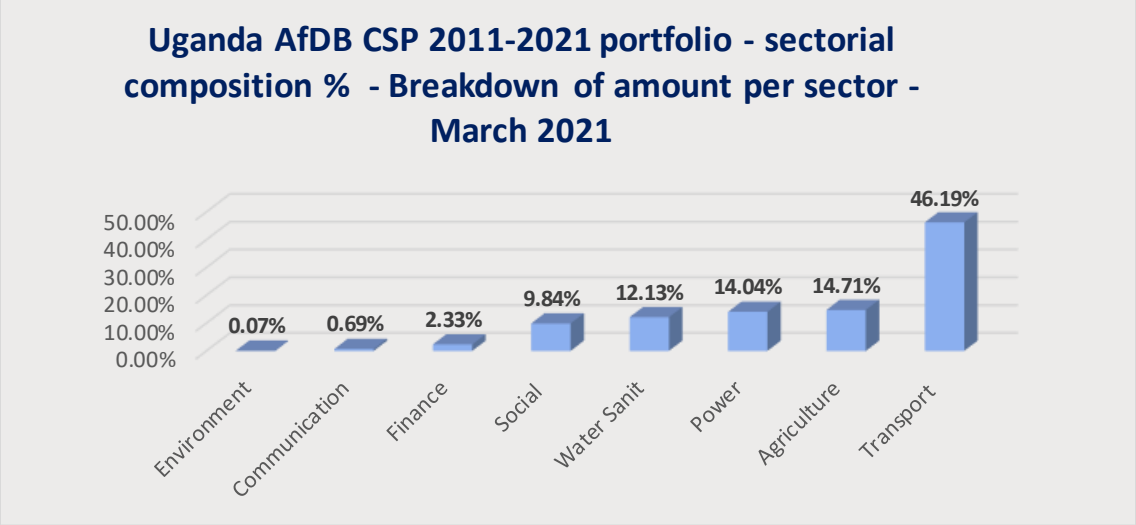
Since 2011, the Bank's support to Uganda has been provided through two Cycles (2011-2015, extended to 2016); and (2017-2021). The total amount of support approved during the two CSP cycles is estimated at around UAC 1.486 billion in total (March 2021). In total 37 projects have been approved; the majority (71%) of which were approved during the first cycle. Of this portfolio of projects, the public sector accounts for 94%, while the private sector accounts for 6%. The Bank's portfolio grew from 5 sectors supported during the previous CSP period (2007-2010) to 8 sectors during the current period under review CSP 2011-2021. Table 1 and Figure 5 provide a breakdown of the Bank's support to Uganda by sector for the period 2011-2021.

Table 1: Size and composition of Bank Group's ongoing portfolio by sector 2011-2021

Sector	Amount (million UAC)
Environment	1,1
Communication	10,2
Finance	34,6
Social	146,2
Water and Sanitation	180,2
Power	208,6
Agriculture	218,5
Transport	686,3
Total	**1485,7**

(source: Evaluation team - from portfolio AfDB Feb 2021)

Figure 5: AfDB's portfolio composition by sector (CSP 2011-2021)



(source: Evaluation team - from portfolio AfDB Feb 2021)

4.3.2. Overview of AFDB's projects approved during 2007-2010

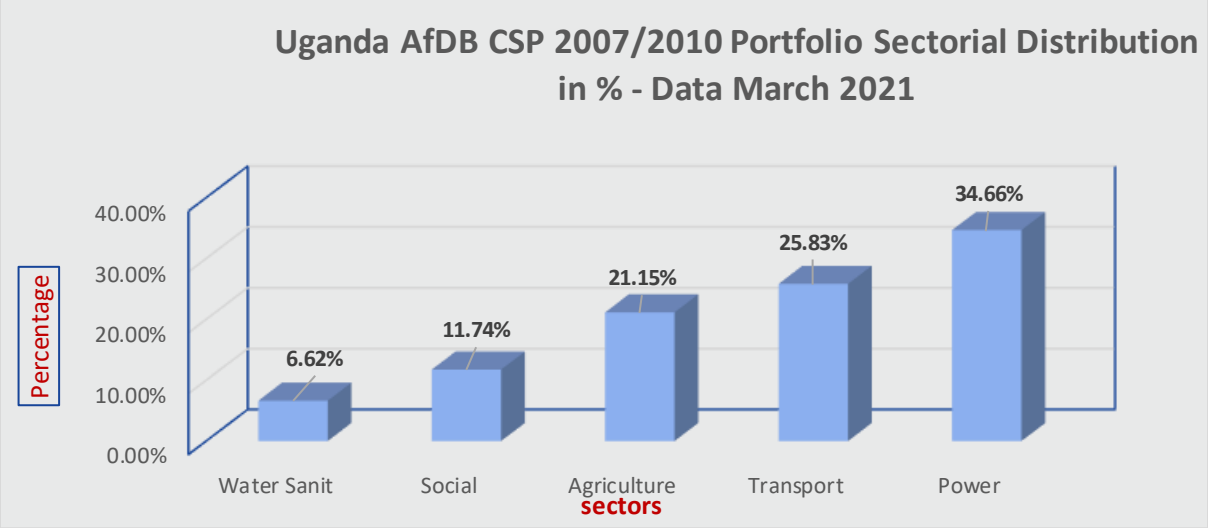
During the period 2007-2010, the Bank's portfolio consisted of 17 projects in five sectors which will be included in the sample of projects to be selected for assessment. However, as these projects were approved in the previous CSP cycle but completed during the period under review, they will be assessed on issues of effectiveness and sustainability of results only. These projects account for a total amount of support estimated at 534,3 Million UAC, the distribution of which by sector is presented in Table 2 and Figure 6 below.

Table 2: AfDB's 2007–2011 Project Portfolio Distribution by sector

Sector	Amount (in UAC)
Water and Sanitation	35 379 024
Social	62 710 000
Agriculture	113 000 000
Transport	138 000 000
Power	185 185 060
Total	**534 274 084**

(source: Evaluation team - from portfolio AfDB Feb 2021)

Figure 6: AfDB's 2007–2011 Project Portfolio % Distribution by sector



(source: Evaluation team - from portfolio AfDB Feb 2021)

The portfolio of projects from CSP 2011-2021 and the projects being included in the evaluation from the period 2007 -2010 are presented in Annex 8.

5. EVALUATION APPROACH

5.1. Overall Approach

To meet the purpose and challenging nature of the CSPE, the overall approach of the evaluation is guided by the IDEV guidelines for CSPEs. The team will use the Theories of Change developed for the country strategies, specific thematic and sector programs, and individual project interventions to assess the extent to which the AfDB developed relevant programs with plausible results. Second, the team will utilize a multi-level approach aimed at providing inputs from distinct levels of analysis. Third, the evaluation team will also implement a methodological approach that is utilization-focused and participatory.

Using these approaches will lead to a more holistic and audience-friendly evaluation framework for learning and management decision-making. In the context of this long timeline, multi-sector country strategy and program evaluation, these approaches will allow generating logically connected, strongly grounded and most importantly, useful findings, conclusions and recommendations.

5.1.1. Theory-Based Approach

A theory of change approach explains how an intervention or a series of interventions is expected to produce results. The theory identifies the sequence of events and results (outputs and outcomes) that are expected to occur due to the intervention. This becomes the program logic or logic model. However, the theory of change also identifies the mechanisms of change, as well as the assumptions, risks, and context that support or hinder the expected change.

The theory of change (ToC) identified in Chapter 4 will be used to understand how the AfDB contributes to complex positive change processes being undertaken in Uganda and to identify what specific results were achieved as well as how and why (or why not) they were achieved.

5.1.2. Multi-Layered Approach

The ToC approach outlined in the previous section will be combined with a multi-level approach aimed at providing inputs from distinct levels of analysis. As illustrated in Figure 7, three levels will be targeted:

(i) Strategic level (CSP)

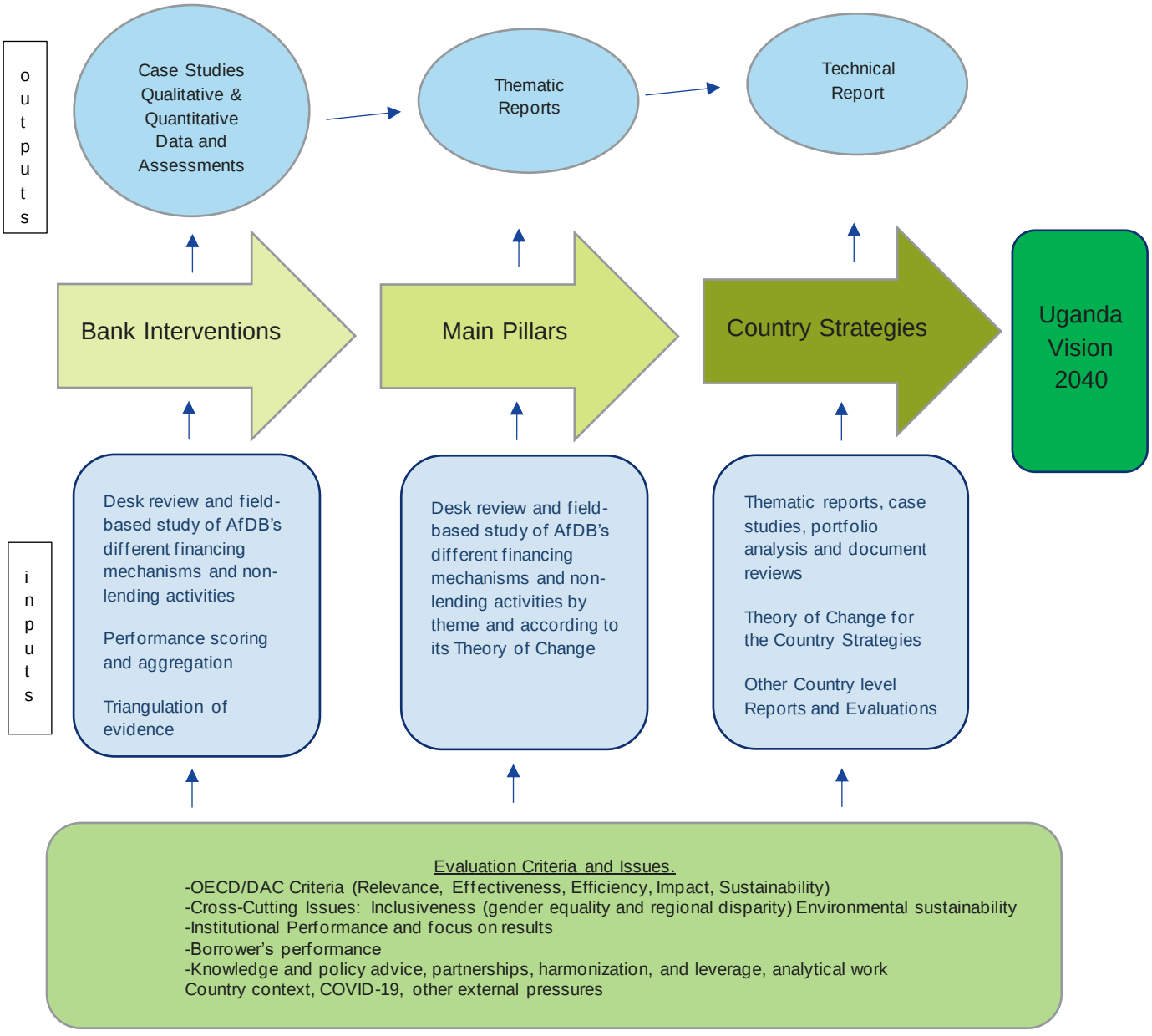
(ii) Sector/thematic level (as identified in the CSPs)

(iii) Project level or bank intervention level which the portfolio of AfDB's different financing mechanisms and non-lending activities will be analyzed.

Bank Interventions – Project level Analysis

At the level of Bank interventions (i.e. individual projects and operations), the team will gather qualitative and quantitative data from its desk review (e.g., using the successive CSPs, project documents, and analytical studies available) and field-based study to assess the extent to which AfDB-supported projects and non-lending activities have achieved their intended results in line with the ToC developed, determine what has worked well or not and why, identify lessons learned and provide recommendations. The project level analysis will feed into the thematic and strategic levels' outputs (i.e. the thematic reports and the technical report).

Figure 7: Overall Methodological Approach *(source: Baastel Evaluation Team)*



Main Pillars – _Thematic level Analysis

At the *thematic level*, the team will analyze and aggregate the scoring results from the Bank's intervention level, to aggregate sector-specific performance scores based on the pillars of the CSP. Detailed evidence and analysis from all lines of inquiry and answers to each evaluation question will be used to conduct a thorough assessment of AfDB's involvements in each of the two main pillars in the CSPs for Uganda:

(i) infrastructure development for industrialization and

(ii) skills and capacity development

The outputs from this level will be 2 Thematic reports.

Country Strategies - Strategic Level Analysis

At the *strategic leve*l, the team will synthesize the evaluation findings, overall ratings, conclusions and recommendations arising from the complete evidence base of the evaluation (e.g., thematic reports, case studies, portfolio analysis, and document reviews).

Particular emphasis will be placed on the use of the ToC for the CSPs to understand how the AfDB contributed to the results obtained through each thematic pathway that improved overall development results for the country.

As the AfDB does not operate in a vacuum, it will be important to consider the impact of the borrower's performance, the actions of development partners and other stakeholders (including civil society organizations) on the outcomes achieved by the CSPs.

The output at the Strategic level will be the technical report for each country.

5.1.3. Utilization-Focused and Participatory Approach

Having a utilization-focus and participatory approach has the advantage to ensure that the evaluation results are of value to primary and secondary users and that they will be used. Across all phases of the evaluation, the team will engage with AfDB as well as the CSP internal and external stakeholders at the country level to ensure that the evaluation responds to their needs and priorities. In particular, the Team will work in close collaboration with the Task Manager and a research analyst from IDEV, as well as the Evaluation Reference group.

Preliminary findings, conclusions and recommendations will be presented to AfDB staff and other stakeholders, notably at the debriefing session, to validate them and/or collect additional insights.

5.2. Evaluation Framework

The evaluation team will assess AfDB's performance against the objectives of its Country Strategies and Programs (CSPs). To this end, the evaluation team will utilize a set of standard

(DAC/OECD) evaluation criteria and an additional cross-cutting criterion provided by AfDB. The evaluation criteria and associated questions will be applied through a flexible framework that accounts for the interactions amongst them. This will ensure data collection and analysis comprehensively meet AfDB's evaluation objectives, addressing both programming and institutional dimensions of the CSPs.

5.2.1. Evaluation Criteria and other Issues to Consider

The key evaluation questions that will guide the assessment process are identified in relation to the evaluation criteria described below. The sub-questions are for the most part unchanged from those included in the evaluation terms of reference and were reviewed by the evaluation team with IDEV during the inception to ensure understanding and link them to relevant indicators.

The team will use the OECD/DAC criteria of relevance, effectiveness, efficiency, impact and sustainability in assessing the contribution of AfDB to the development results in Uganda. It will engrain in each line of enquiry the cross-cutting themes of inclusiveness (gender equality, ripple effect of private sector development, and regional disparity) and environmental sustainability (and how the AfDB is supporting the country's transition to green growth).

The ToRs defined a set of key issues and criteria that will frame the evaluation. Key issues include the following:

Development Results: Evaluation questions (EQ) focus on the examination of what the AfDB has been able to achieve on the ground; what worked well or not and why. Here, the EQs will be used to assess the relevance, effectiveness, impact and sustainability of the AfDB's interventions as well as the cross-cutting issues of inclusiveness and environmental sustainability.

EQs are also formulated to assess the impact of external forces and events (such as COVID-19) on the achievement of development results.

Managing the Bank's intervention: In terms of assessing management of the Bank's engagement in Uganda, the EQs focus on the design, coherence, efficiency, partnership and managing for development results of the Bank's intervention. This will include the Bank's knowledge work, policy dialogue with the country, advisory services, capacity development partnership development, and aid coordination.

Borrower's performance: The borrower's (Government's) performance will be analyzed by assessing the contribution of project executing agencies, sector ministries and other actors responsible for project/program design and implementation.

Drivers of success factors and lessons learned: These EQs assist the team to identify the factors that positively or negatively influence the achievement of development results and the lessons and recommendations that could inform future strategies and programs of the AfDB in Uganda.

5.2.2. Evaluation Matrix

Based on the evaluation questions and sub-questions suggested in the ToR, the evaluation team developed an evaluation matrix that provides the overall analytical framework for the evaluation, guiding the development of all data collection tools and framing the analysis and recommendations to be delivered (see Table 3). The framework is structured around the four areas of analysis suggested in the ToR, namely, (a) Development Results, (b) Managing the Bank's Intervention, (c) Borrower's Performance, and (d) Drivers of Success and Lessons Learned.

The evaluation matrix also reflects the main evaluation criteria and cross-cutting issues as per the above and includes, for each of the key questions, specific indicators (qualitative and quantitative) as well as data collection methods and sources of data. Altogether, these analytical dimensions will allow the Evaluation Team to build a compelling story on the contribution of AfDB to the development results of Uganda and way forward.

Table 3: Evaluation matrix

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
DEVELOPMENT RESULTS – WHAT HAS BEEN ACHIEVED BY THE BANK?			
RELEVANCE			
To what extent are the Bank's interventions relevant to the needs, development challenges and priorities of Uganda?	• Evidence of alignment between the Bank's CSPs global and sectoral priorities and Uganda's development strategies and priorities • Perception of AfDB staff and stakeholders on the alignment of strategies with the needs and priorities of Uganda • Perception of stakeholders on the alignment of the Bank's individual interventions (Bank portfolio) with the development needs and priorities of Uganda	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Online survey Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent do the Bank's interventions address the needs of target groups in Uganda?	• Indication of clear identification of target groups/beneficiaries and their needs in the CSPs (and for each sector and rationales given for selection) • Indication of clear identification of target groups/beneficiaries and their needs in each project and rationales given for selection • Perceptions of beneficiaries and target groups on how the AfDB interventions address their needs • Degree to which beneficiary impact analyses (or equivalent) inform CSP and intervention design	In-depth Document Review Key Informant Interviews Project case studies Project Results Assessments Online survey Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
To what extent are the interventions in the country aligned with the Bank's priorities?	• Degree of alignment and operational translation of Bank's priorities at the continental and regional levels (general and per sector) in specific project interventions (transport, agriculture, WASH, Power, Social, Finance, etc.) • Degree to which sector distribution of the Bank's portfolio (and budget) reflects the Bank's priorities • Evidence of correspondence between development objectives/outcomes in country plans (general, sectoral) and CSPs • Perceptions of stakeholders on the alignment of the country interventions with the AfDB's priorities	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Online survey Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, AfDB regional and continental policy documents (High five, Regional Integration) Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports). Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
EFFECTIVENESS			
To what extent have the Bank's interventions achieved their expected development objectives and results?	• Percentage of expected outputs achieved, on track towards achievement, not achieved and or abandoned (intervention level) • Expected effects from each intervention stated, monitored, and achieved • Statistics supporting the achievement of expected outcomes • Evidence of tangible and demonstrable outputs achieved by AfDB supported projects • Evidence of tangible and demonstrable outcomes (as listed in the projects' logical frameworks) achieved by the AfDB interventions or to which they have contributed to • Evidence of outputs' convergence towards the achievement of intended outcomes at sectoral and thematic levels • Estimated contribution to sector key indicators of (i) intermediate outcomes; (ii) long-term results	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	CSPs, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc. Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
What is the impact of COVID-19 on the Bank's operations and the country's development?	• Identification of different categories of impact COVID has had on the AfDB operations and country's development • Number of projects impacted/delayed/cancelled due to the coronavirus pandemic.	In-depth Document Review Key Informant Interviews and FGDs Project case studies	Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.)

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
		Project Results Assessments Debriefing workshop	Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent have the Bank's interventions benefited target group members?	• Perceptions of beneficiaries and target groups on how the Bank's interventions have addressed their needs (adequacy of interventions). • Evidence of benefits obtained by target groups (e.g., increase of income, increased knowledge) due to implementation of the interventions • Perception of beneficiaries on the AfDB's role - knowledge, visibility, support, added value • Perception of stakeholders (beyond beneficiaries) on the benefits that target group members derived from the Bank's interventions • Number and type of beneficiaries benefiting from specific Bank's interventions • Level of correspondence between project beneficiaries and beneficiaries as stated in strategic documents	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent have the Bank's interventions contributed to the achievement of development objectives and expected development results of the country, including impacts (both intended and unintended)?	• Evidence of the Bank's support and contribution to the country development objectives (e.g., households with new electricity connections, total installed electricity capacity, roads constructed, rehabilitated, or maintained (km) – see AfDB Results framework indicators) • Perception of stakeholders (government, development partners, civil society) on the Bank's support and contribution to the country development objectives • Evidence of individual interventions' contribution to the country development objectives • Perception of stakeholders (implementing agency, beneficiaries, civil society) on the AfDB interventions and contribution to the country development objectives • Evidence of effects (positive and negative) generated by the AfDB supported interventions not initially intended	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Online survey Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, Uganda's development indicators, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
SUSTAINABILITY			
To what extent have the achieved benefits continued or are they likely to continue once the Bank's interventions are completed?	• Attention paid to sustainability and sustainability factors in the AfDB strategies and policy dialogue • Perception of stakeholders on the importance given to sustainability by the Bank • Existence of intervention and sector sustainability plans (exit-strategies) • Evidence that GoU has absorbed the results of the interventions (ownership) and has provided for their sustainability (e.g, financially, organizationally, policy) • Clear definition as to accountability for sustainability • Existence of satisfactory institutional arrangements and regulations to ensure infrastructure and equipment maintenance, or territorial management • Evidence that capacity (individual, organizational, institutional) has been strengthened to sustain the achieved benefits • Completed Operations with Sustainable Outcomes Rating (COSOR)	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
CROSS-CUTTING ISSUES			
To what extent are the Bank's interventions inclusive (i.e., bringing prosperity by expanding the economic base across the barriers of age, gender, youth and geography) in terms of gender equality and regional disparity?	• Degree to which AfDB supported projects are informed by contextual and situational analyses, with clear statistics and evidence on regional disparities, most vulnerable groups, gender and equity issues, youth employment levels, etc. • Evidence of stakeholder participation in the design, implementation and evaluation of AfDB supported projects • Evidence that issues of gender equality, youth employment, and geographic disparities are considered as a criterion in the selection of AfDB supported projects. • Degree to which issues of gender equality, youth employment, and geographic disparities are considered in the implementation of projects • Existence of gender-sensitive monitoring system and framework and reporting	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent are the Bank's interventions environmentally sustainable and support the transition to green growth?	• Evidence that the quality of environmental assets (e.g., climate-resilient water infrastructure) are considered as a criterion in the selection of AfDB supported projects • Examples of AfDB supported projects that specifically address climate resilience issues. • Evidence that climate resilience issues are considered in AfDB supported projects (climate-informed design and implementation).	In-depth Document Review Key Informant Interviews and FGDs Project case studies	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports)

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
		Project Results Assessments Debriefing workshop	Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visit
MANAGING THE BANK'S INTERVENTIONS – HOW AND WHY WERE THE DEVELOPMENT RESULTS ACHIEVED OF NOT?			
DESIGN			
To what extent is the quality of the CSP satisfactory?	• Degree to which the CSP design is informed by relevant analytical work (studies) and policy guidelines and frameworks • Degree to which the thematic areas of interventions (or pillars) of the CSPs are adequately selected based on thorough analyses of the Country's development needs? • Existence of sound and coherent CSP instruments: theories of change and/or log-frames with clear outcomes, outputs, and activities • Evidence that CSP individual projects are selected based on clear quality at entry criteria • Degree of dissemination of analytical work to stakeholders of funded interventions • Stakeholder opinions on the quality of CSPs? • Degree to which different aspects of sustainability (financial, technical soundness, social, institutional, environmental) were considered at the appraisal and design stages of AfDB interventions	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, other relevant literature, Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent has the Bank applied selectivity in designing its country portfolio and focused on areas where it brings added value?	• Budgetary share of interventions under the priority sectors of the Bank (global and by sector) • Evidence that the AfDB portfolio is focused on sectors (and sub-sectors) where the Bank adds value and has a comparative advantage • Justification of priority areas and thematic choices (specific issues & constraints; links with the national strategy; added value in PARs) • Comparison between the interventions (and instruments used) by the Bank and those of the other main donors during the period • Stakeholder perceptions on the relevance of the Bank's choice to focus on selected sectors	In-depth Document Review Key Informant Interviews and FGDs Portfolio Analysis Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector)

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
			Online survey results Field visits
To what extent has the Bank been innovative in adapting its approach to the country's context and development challenges/needs particularly in light of the COVID-19 pandemic?	• Evidence of adjustments made at strategy, sector and intervention levels following changes in the country context • Degree of flexibility of Bank's operations in response to country's changing circumstances • Relative shares in the intervention portfolio of each aid modality / fund mobilized and their evolution during the evaluation period • Perception of stakeholders on the interventions and instruments mobilized by the Bank and their relevance to the situation of the sector / country context • Responses of the Bank to COVID-19 challenges in Uganda.	In-depth Document Review Key Informant Interviews and FGDs Portfolio Analysis Online survey Debriefing workshop	CSPs, national and sectoral strategies, AfDB regional and continental policies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports, national statistics, etc.) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
To what extent are the Bank's interventions coherent and well-coordinated internally?	• Degree of coordination and synergies between sectoral interventions of AfDB, at design, planning and implementation levels • Evidence of complementarity between AfDB instruments and support modalities instruments in response to country needs • Perceptions of AfDB staff and country-level stakeholders' partners on the frequency and quality of intersectoral communication	In-depth Document Review Key Informant Interviews and FGDs Online survey Debriefing workshop	Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
EFFICIENCY			
To what extent are the Bank's interventions delivered in an efficient manner (i.e., whether resources and inputs are economically converted to results)?	• Use of cost-benefit analysis/ economic and financial analysis (NPVs, IRRs) at the project appraisal stage, including systematic testing of alternative designs. • Costs of implementation (overheads) where data is available • Results of return on investment (ROI) calculations (where available)	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant literature (e.g., donor reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, private sector) Online survey results Field visits
To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?	• Elapsed time between project approval and first/final fund disbursement • Degree of compliance with the implementation schedule of the interventions (comparison of the estimated duration and the actual duration of execution from the date of entry in force) • Staff and partners' appreciation of the timeliness of the Bank interventions • Elapsed time between project proposal for funding by the AfDB and approval. • Percentage of projects completed on time, Percentage of projects with extensions • Stakeholders' perceptions on the appropriateness of the AfDB's operational standards (e.g., quality of supervision, procurement, financial management) • Degree of compliance to reporting audit reports, progress reporting from the borrower	In-depth Document Review Key Informant Interviews and FGDs Portfolio Analysis Project Case studies Project Results Assessments Online survey	Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Mid-term review, Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, private sector) Online survey results Field visit
KNOWLEDGE AND POLICY ADVICE			
To what extent has the Bank actively engaged in and influenced policy dialogue through relevant advice?	• Existence of relevant CSP guidelines on policy dialogue • Evidence of engagement and involvement of the AfDB in policy dialogue with government (e.g., frequency of meetings, working groups, etc.) • Evidence that the advice provided by the AfDB to the Government of Uganda and other beneficiaries (strategic, instruments) is followed • Stakeholder perceptions on the role of the AfDB on influencing policy dialogue and the impact this has had	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector)

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
			Online survey results
To what extent has the Bank delivered adequate analytical work in support of its interventions, positioning and policy advice?	• Number of studies completed with the Bank's support, potentially informing development work in the areas of intervention of Bank assistance (sectors, cross-cutting) • Stakeholder perceptions on the quality, availability, usefulness (of results) of the Bank supported analytical work • Degree of dissemination and use of analytical work by relevant stakeholders	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	Mid-term review, Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, CSOs, Development partners, private sector)
PARTNERSHIPS,HARMONIZATION, AND LEVERAGE			
To what extent are the Bank's interventions harmonized with those of other donors (avoiding duplication, simplifying procedures etc.)?	• Degree of sector / thematic specialization of the main development partners and place / role of the Bank (division of labour) • Evidence of efforts (e.g., platforms, sectoral partnerships, shared procedures) aimed to coordinate development interventions between development partners and role (influence, coordination) of AfDB therein • Degree of cooperation and co-financing in individual of the results of interventions funded by different development partners including the Bank • Stakeholder perceptions on the quality of efforts made to foster harmonization, coordination, and complementarity	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector)
To what extent are the Bank's interventions and resources bringing in other players and being leveraged for maximizing development effectiveness at the country level?	• Proportion of AfDB interventions jointly financed and or implemented with other development partners • Examples of projects initiated by the AfDB and later joined by other development partners following Bank leadership • Role and importance of the Bank in intervention design, and in terms of facilitation and resource mobilization by other development partners • Degree of the Bank's use of different instruments and aid modalities in relation to other development partners	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, Development partners)
MANAGINF FOR DEVELOPMENT RESULTS			

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
To what extent has the Bank successfully implemented a performance management strategy that focuses on performance and the achievement of outputs, outcomes, and impacts?	• Degree of application of Results-based Management principles and instruments in the AfDB work (e.g., clearly defined objectives, expected results and SMART indicators allowing tracking progress towards achievements) • Existence and type of M&E products (quarterly and annual progress reports, mid-term reviews, final evaluations, completion reports) • Timeliness of reporting • Evidence that new AfDB supported projects use lessons learned from previous projects in their design • Evidence that responses to issues and recommendations raised in M&E are followed • Frequency of supervision missions allowing timely identification of problems and adjustments	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, implementing agencies)
To what extent has the Bank supported the development of national capacities and management systems that focus on results?	• Evidence of national technical, managerial, governance and institutional capacities strengthened by AfDB interventions • Examples of AfDB's support to government M&E units in setting up project and programme management systems that are results-oriented	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, implementing agencies, CSOs, private sector)
BORROWER PERFORMANCE			
To what extent did the borrower partner show leadership in aid coordination/ harmonization?	• Evidence of country leadership of the development agenda (selection of strategic areas of interventions, choice of financing modalities) • Examples of efforts of borrower effort to coordinate and organize the work of development partners (e.g., division of labour among development partners)	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, Mid-term review, Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, Development partners, private sector)
To what extent did the borrower partner and other clients participate in the design and implementation of interventions (CSP, preparing for AfDB operations; compliance with AfDB loan covenants and conditionality; timely provision of counterpart funds; following procurement guidelines, etc.)?	• Evidence of borrower participation and ownership in the design of the CSP (choice of strategic areas, division of labour among development partners) • Evidence of borrower participation and other clients in the design/preparation and implementation of AfDB supported interventions • Degree to which the borrower complies with AfDB loan covenants and conditionality • Degree of timely provision of counterpart funds • Degree of following of procurement guidelines • Proportion of aid (and % of AfDB intervention) of the country included in the national budget	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, national policy documents Midterm review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, implementing agencies, Development partners, private sector)
To what extent did the country support the management of development results?	• Evidence of functional systems (and or functions) set up by the borrower promote effective performance management of development interventions • Evidence of measures taken by the Government of Uganda (or lack thereof) to foster the achievement of results by the AfDB interventions (and beyond)	In-depth Document Review Key Informant Interviews and FGDs Debriefing workshop	CSPs, National M&E and policy documents, Mid-term review,

KEY QUESTIONS AND SUB-QUESTIONS	INDICATORS	METHODS OF DATA COLLECTION	DATA SOURCES
	• Degree of national efforts invested in M&E modalities and follow-up provided to the attainment of development results		Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, implementing agencies, Development partners, private sector)
What are the facilitating or constraining factors to borrower performance?	• Identification (and evidence) of facilitating or constraining factors to borrower performance. Factors are identified at strategic, portfolio and project levels. They can range from contextual (political and economic contexts, quality of governance, country or regional business and market environment) to project-design and management, strategic choices of the Bank, Bank systems.	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	CSPs, national and sectoral strategies, Mid-term review, Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, implementing agencies, Development partners, private sector
DRIVERS OF SUCCESS AND LESSONS LEARNED			
What are the key factors positively and negatively influencing the achievement of development results?	• Identification (and evidence) of key factors positively and negatively influencing the achievement of development results. Factors are identified at strategic, portfolio and project levels. They can range from contextual (country or regional political and economic contexts, including the quality of country governance, country or regional business and market environment) to project-design and management, strategic choices of the Bank, Bank systems.	In-depth Document Review Key Informant Interviews and FGDs Project case studies Project Results Assessments Debriefing workshop	CSPs, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports). Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits
What are the key lessons learned that could inform future strategies and programs?	• Identification (list) of lessons learned at strategic, portfolio and project level that could inform future strategies and program in Uganda	In-depth Document Review Key Informant Interviews Project case studies Project Results Assessments Debriefing workshop	CSPs, national and sectoral strategies and policies, Mid-term review, Project documents (PAR, PCR, IPR, M&E Reports, Annual Reports) Other relevant documents Semi-structured interviews and or FGDs with stakeholders (AfDB staff, GoU, project executing agencies, beneficiaries, CSOs, Development partners, private sector) Online survey results Field visits

5.3. Issues emerging from the scoping mission

From 25th February to 3rd of March 2021, BDEV and Baastel teams, respectively led by Mr. Girma Earo Kumbi, the Task Manager, and Mr. Stephen Kester, the Team Leader for the Uganda CSPE, led a virtual scoping mission as part of the inception phase of the evaluation. During the scoping mission, the evaluation teams met with most of the institutions that they had planned to interview. The list of people and institutions consulted is presented in Annex 2.

Based on pre-defined questions and ad-hoc discussions, stakeholders consulted addressed a whole range of issues that need to be considered during this evaluation. In many cases, these issues are additional nuances to the issues already identified in the ToR; in other cases, they relate to specific elements to which the evaluation team will pay particular attention. The issues raised by stakeholders are described below, by sector.

Much of the support received from the AfDB during the period of the evaluation's scope was targeting infrastructure. There is a need for the evaluation to look into how the bank's "softer" support has performed.

- The Ministry of Agriculture is trying to re-establish a private sector extension services approach that could potentially receive the bank's support. The evaluation should also look into the absorption capacities of the farmers when provided with infrastructure/ hardware and machinery through AfDB's loans. The respondents consulted during the scoping mission mentioned they had the impression there was a lack of buy-in from the farmers because of their inability to operate and maintain the infrastructure/ hardware and machinery. There is a need for skills, knowledge and know-how enhancement to ensure the added value of the support provided.

- In education, the bank wanted to support higher education while the country plan was to support TVET initiatives. Overall, the country needs to work on the "skilling" of young adults.

- The same applies in the health sector: the most important element that was discussed and on which the ministry of health would like the evaluation to look into is the extent to which the bank has supported the skilling of health workers and how that is enhancing the population's access to healthcare.

- Specifically, for the sanitation sector, the bank seems to have performed well in terms of enhancing access to clean water for rural and urban populations, which directly benefits schools. Yet, respondents mentioned the evaluation should assess the Bank's effectiveness in providing technical support and contributing to the capacity building of Ugandan institutions, the effectiveness of the Bank's interventions and the impacts /changes in the communities (e.g., reduction in water collection time, water kiosks, improved hygiene for girls, improved confidence level of girls and better school attendance for girls).

It would be important to look into how the procurement process has sometimes complicated the progress towards achieving results by the AfDB. The issue of procurement was mentioned during many interviews, e.g., with representatives from the agriculture, finance, education sectors and AfDB representatives themselves. In the agricultural sector procurement procedures are presented as being more complicated than in other sectors (e.g., energy). Another point the evaluation will look into is the coherence of the AfDB's support with that of other development partners as well as with Uganda government projects. Obviously, it is important to look into the impacts of COVID-19 on the progression of the projects and their implementation pace. Stakeholders emphasized that the evaluation should shed light on how supervision and monitoring processes are being conducted and followed within the AfDB.

Overall, respondents mentioned that it is important to look into what AfDB's support has helped accomplish in terms of private sector development. It is thought that the AfDB could play a bigger role on that front as it is a major player in the regional banking sector. The evaluation should also explore how the AfDB could support the development of Public-Private Partnerships (PPP). Has the link with the government gone beyond project implementation with the larger macro-economic objectives in mind?

- The power sector example illustrates well the situation. Uganda, in response to a power crisis with severe and frequent blackouts during the period covered by the evaluation, embarked on an ambitious power capacity expansion. It did so by seeking private sector involvement. However, Uganda may have been too successful as power supply now exceeds by far demand and/or transmission capacity to deliver power generated. This has had consequences, in particular as the private sector is involved (e.g., fewer revenues or increased power tariffs to compensate for lack of sales.) . The evaluation will assess how AfDB projects supported the restructuring of the debt services for involved companies and the lowering of tariffs to the transmission company by allowing to repay the debt over a longer period.

- It is the evaluation team's objective, based on the initial consultations, to address these issues not only from the point of view of the AfDB or government representatives but also from the private sector and how it was involved and how they analyze the risks; do they take into consideration the presence of the bank in their decision for example?

In the transport sector, issues in road projects were mentioned that should be particularly investigated by the evaluation, such as: the slowness of road works, impacts of the Covid 19 pandemic on the execution of road works, delays in payments to contractors, the acquisition of the right of way, working accidents, sometimes fatal, on project sites, excessive delays between the preparation of a project and the start of its implementation, quality of road project selection, quality of communication between the Bank and Uganda National Roads Authority (UNRA). Stakeholders consider it important to assess how the Bank can help capacity building in the future road projects in issues of risk mitigation, time risks, project effectiveness and efficiency, economic and social impacts of completed projects and analysis of project performance indicators.

6. EVALUATION METHODOLOGY

The evaluation team will use a mixed-methods approach to data collection and analysis. Data collection is slated to be based on sampled projects, using instruments such as document review, interviews, focus group discussions, an e-survey, and case studies. On the one hand, triangulation of such data and information from different lines of inquiry will be undertaken. This has the advantage of improving the reliability of the findings and ensuring that the recommendations are grounded in reality. On the other hand, the evaluation team will use qualitative and quantitative data collection and analysis methods. Details on each of these approaches and instruments and how they will be applied in this evaluation are detailed in the section below.

6.1. Sampling Strategy

Purposive sampling will be applied for the assessment of the portfolio of projects implemented by the Bank during the evaluation period. The portfolio of AfDB's financed interventions in Uganda for the period of the CSPE includes 54 operations, all of which fall under the scope of the evaluation. These operations include 37 that were approved and implemented during the period 2011-2021 and 17 projects that were approved before 2011 and completed during the evaluation period. The latter projects will be considered in analyzing the effectiveness and sustainability of development results. The projects were categorized by their associated CSP cycle and sectors.

Table 4: Sampling criteria

SAMPLE CRITERIA	DESCRIPTION
Approval Dates	The sample includes projects that were approved and implemented during the period 2011-2021, as well as projects approved prior to 2011 and completed during the evaluation period
Strategic Cycles	The sample projects are representative of projects' distribution across the two AfDB CSP cycles covered by this evaluation. In particular, the projects reviewed in the project case studies will cover the two strategic periods
Purpose	The sample covers both public and private sector operations
Sector Coverage	The sample is representative of key sectors of the AfDB interventions in Uganda: Transport, Agriculture, WSS, Power, Social, Finance.
Nature of Projects	The sample is representative of investment projects, institutional development, and analytical work

Disbursement Ratio	The sampled projects are those projects with a disbursement ratio of at least 50%. Such a ratio assumes that project interventions made consist of a reasonable number of activities that allows the evaluation team to identify outcomes and lessons learned
Implementation Status	The sample includes interventions that are completed, closed, and ongoing. Terminated projects are not considered in the analysis.

This section presents the process and criteria that were applied to the 54 operations to identify a sample of projects to be assessed in sufficient coverage and depth to answer the evaluation questions. Efforts were made to develop a purposive sample that spans different CSP portfolios, sectors and pillars.

Based on the criteria described in Table 4 the evaluation team has identified 28 out of 54 operations (51% of the Bank's operations considered in this evaluation) in the initial sampling. The sample is disaggregated into different projects representing key characteristics of the AfDB portfolio in Uganda as described in Table 5. Details of the 28 sample projects are provided in Table 7.

The final list will be established in coordination with the AfDB (Headquarters and Country Office) and will also consider subjective information on previous experiences to ensure sampled projects help document both successes and challenges of the AfDB in contributing to Uganda's development.

Table 5: Proportion of sampled projects with regard to key characteristics of AfDB portfolio

KEY CHARACTERISTICS OF AFDB PORTFOLIO	SELECTED SAMPLE
Investment Projects (IP)	28
Lines of Credit (LOC)	2
Public	22
Private	6
Funding Instruments	ADB, ADF, AWFF, NTF, FAPA, Others
National	25
Multinational	3
Major Sectors	Agricultural, Power, Transport, WSS, Social, Finance, Budget Support

Source: Baastel Evaluation Team

A tiered sampling approach was applied to the population of 54 operations to ensure that the evaluation could, with robust confidence, assess the portfolio of AfDB financed projects in Uganda, while ensuring a representative coverage of the major characteristics of the portfolio. This approach matches specific analytical processes to sampled sub-populations of projects (see Table 6 for more details).

Table 6: Sampling approach

TIERS	SAMPLED PROJECTS	ANALYTICAL PROCESSES INVOLVED
Tier 1 Case Studies	7	• Projects Results Assessments: focused on all evaluation criteria and answering all questions detailed in the evaluation matrix • The assessment is informed by a variety of data collection methods: document review, KII, FGD and site visits
Tier 2 Project Results Assessments	21	• Project Results Assessment: focused on all evaluation criteria and answering all questions detailed in the evaluation matrix • The analysis relies on document review
Tier 3 On-line Survey	47	• An online survey will be administered to different categories of stakeholders, covering relevant evaluation criteria and evaluation questions • These projects represent all projects excluding those covered in the case studies and projects that have been terminated
Tier 4 Portfolio Review	54	• This analysis will be conducted by IDEV

Source: Baastel Evaluation Team

Table 7: Sample of projects for Case Studies and Projects Results Assessments

PROJECT NUMBER	PROJECT NAME	CSP CYCLE	STATUS (+DISBURSEMENT RATE)	NET LOAN (MILLION UA)	PURPOSE	SCALE	SOURCE OF FUNDING	NATURE	SECTOR
Case Study Projects (TIER 1)									
2	Matip 2 -Markets and Agricultural Trade Improvement Program	2011-2016	Ongoing (57%)	60.94	Public	National	ADB	IP	Agriculture
7	Road Sector Support Project 4	2011-2016	Ongoing (35%)	72.94	Public	National	ADF	IP	Transport
15	Kawempe Urban Poor Sanitation Improvement	2011-2016	Completed (100%)	0.82	Public	National	AWFF	IP	WSS
18	Bujagali Hydropower Plant	2011-2016	Ongoing	72.17	Private	National	ADB	IP	Power
22	Housing Finance Bank of Uganda	2011-2016	Ongoing (100%)	9.24	Private	National	ADB	Line of Credit	Finance
27	Support to Higher Education, Science and Technology (HEST)	2011-2016	Completed (99%)	67.00	Public	National	ADF	IP	Social
21	Bujagali Energy Limited	2017- 2021	n/a	47.00	Private	National	ADB	IP	Power
Non-case Study Projects (TIER 2)									
1	FIEFOC 2 Farm Income Enhancement and Forestry Conservation	2011-2016	Ongoing (57%)	55.5	Public	National	ADB	IP	Agriculture
4	Community Agricultural Infrastructure Improvement Programme	2011-2016	Completed (94%)	39.35	Public	National	ADF	IP	Agriculture

PROJECT NUMBER	PROJECT NAME	CSP CYCLE	STATUS (+DISBURSEMENT RATE)	NET LOAN (MILLION UA)	PURPOSE	SCALE	SOURCE OF FUNDING	NATURE	SECTOR
10	Water Supply and Sanitation Program	2011-2016	Closed (100%)	43.28	Public	National	ADF	IP	WSS
11	Water Supply and Sanitation Program (Phase II)	2011-2016	Ongoing (99%)	65.80	Public	National	ADF	IP	WSS
14	Supplementary Loan to Kampala Sanitation Program (AFKSP)	2017-2021	Ongoing (88%)	44.00	Public	National	ADF	IP	WSS
19	Buseruka Hydropower Project	2011-2016	Completed (100%)	2.90	Private	National	ADB	IP	Power
20	Achwa II Hydropower Plant	2011-2016	Ongoing (100%)	21.41	Private	National	ADB	IP	Power
24	Uganda Development Bank Line of Credit	2017-2021	Ongoing (100%)	3.62	Public	National	ADB	Line of Credit	Finance
26	FAPA – Grant to Enterprise Financial Centre	2011-2016	Completed (100%)	0.68	Private	National	FAPA	IP	Finance
28	Support to Mulago Hospital and Improvement of Kampala Health	2011-2016	Completed (100%)	56.0	Public	National	ADB/NTF	IP	Social
35	East Africa Centers of Excellence Uganda	2011-2016	Ongoing (54%)	22.5	Public	Multi-National	ADF	IP	Social
38	Markets and Agricultural Trade Improvement Project 1	2007-2011	Completed (100%)	37.65	Public	National	ADF	IP	Agriculture

PROJECT NUMBER	PROJECT NAME	CSP CYCLE	STATUS (+DISBURSEMENT RATE)	NET LOAN (MILLION UA)	PURPOSE	SCALE	SOURCE OF FUNDING	NATURE	SECTOR
39	Community Agricultural Infrastructure Improvement Programme	2007-2011	Completed (100%)	34.2	Public	National	ADF	IP	Agriculture
43	Road Sector Support Project 3	2007-2011	Completed (100%)	110.27	Public	National	ADF	IP	Transport
44	Lake Victoria Water Supply and Sanitation Program Phase II	2007-2011	Completed (100%)	81.35	Public	Multi-National	ADF	IP	WSS
54	NELSAP Interconnection Project - Uganda	2007-2011	Completed (100%)	50.18	Public	Multi-National	ADF	IP	Power
46	Bujagali Interconnection Project	2007-2011	Completed (100%)	50.46	Public	National	ADF	IP	Power
48	Mbarara-Nkenda & Tororo-Lira Transmission Lines Project	2007-2011	Completed (100%)	72.49	Public	National	ADF	IP	Power
51	Post Primary Education and Training Expansion and Improvement Project	2007-2011	Completed (100%)	57.78	Public	National	ADF	IP	Social
52	Support to Mulago Hospital Rehabilitation Project	2007-2011	Completed (100%)	0.53	Public	National	ADF	IP	Social

(Source: Baastel Evaluation Team; Project Data: AfDB)

6.2. Data Collection Methods

The Evaluation will pursue the following "integrated" methods of data collection: literature and document review, key informant interview (KIIs), focus group discussions (FGDs), an e-survey and case studies (which will include field and site visits, both virtual and actual). Details on each of these methods and how they will be applied in this evaluation are detailed below.

6.2.1. Document Review

During the inception phase, the evaluation team reviewed a whole range of documents made available by IDEV, while also consulting additional external documentation. The information gleaned from these documents informed the different chapters of the inception report. As the mandate moves forward, the evaluation team will conduct an in-depth document review, tailored to answering specific evaluation questions and sub-questions, as per the evaluation matrix. The types of documents to be reviewed by the evaluation team are outlined below:

- **Country Strategy Papers**, including the Bank Group Strategy Paper 2011-2015 and the Bank Group Strategy Paper 2017-2021. These Strategies describe Uganda's country context and prospects in political, economic, and social spheres; strategic options and portfolio lessons, including a performance review of the previous strategic period and SWOT analysis; and outlines the strategy for the upcoming 5-year period.
- **Policy Framework and Strategy Documents,** including the country context paper which outlines Uganda's political and social contexts, and economic performance and outlook, including COVID-19 considerations. These documents provide important contextual and operational information while informing the evaluation team of the Bank's strategic direction and priorities.
- **Portfolio Performance Reviews,** including the Country Strategy Paper 2011-2015 Combined Mid-Term Review and Country Portfolio Performance Review, the Bank Group Strategy Paper 2011-2016 Completion Report and Country Portfolio Performance Review. These documents provide valuable information as it relates to the country's context, CSP implementation and achieved results, a portfolio performance review and lessons learnt.
- **AfDB Annual Reports** provide important contextual and operational information valuable for the evaluation. Notably, these reports offer insights on the African development context, Bank operations as they relate to the High 5s priorities, bank reforms to increase delivery capacity, partnerships, and financial highlights.
- **Reports and other analytical works from research centers, DPs, IMF, etc.** provide analyses on sectors and key innovations in the areas being addressed by the Bank.
- **Prior Assessments and Evaluations,** these documents enable the evaluation team to determine previous challenges and identified successes as well as previous recommendations formulated.
- **Project Documentation** for each sector, including Project Appraisal Reports (PAR), Implementation Progress and Results Reports (IPR), Project Completion Reports (PCRs),

Grant approval documents, Back to Office Reports (BTOR), Supervision Mission Documents, Quarterly progress reports, Project review sheets, Project identification forms, Meeting minutes, as well as other project-related documentation. These documents enable the evaluation team to conduct an in-depth review of projects, assessing the design, implementation and progress, while identifying lessons learnt and challenges.

- **Portfolio Review Dataset and Project Portal** enable the evaluation team to further assess project implementation. Additionally, the dataset facilitates the identification of beneficiaries and selected case study projects.

6.2.2. Online Survey

An e-survey will be conducted to capture data and information from project participants, government and bank officials and other stakeholders not otherwise covered by other data collection instruments. The survey will be designed to capture perceptual data on a range of evaluation criteria and questions, with a particular focus on the relevance and effectiveness of AfDB's interventions. A four-point Likert-scale will be utilized coupled with open-ended questions and responses to provide the evaluation team with valuable qualitative and quantitative information. This information will be disaggregated by sector and other descriptors, such as type of stakeholder, gender, etc. The survey will be delivered in English.

To ensure a strong rate of completion, IDEV will reach out to key stakeholders advising them of the upcoming deployment of the survey. It will remain open for a number of weeks with reminders sent at regular intervals.

6.2.3. Project Case Studies

The evaluation team will undertake seven case studies, one for each major sector supported during the evaluation period plus the Covid-19 Crisis Response Budget Support provided to the Government. The purpose of these case studies is to collect detailed information for conducting a deep, contextualized analysis of the AfDB's contribution to development results in Uganda, in a diversity of sectors, as per the evaluation criteria and the range of evaluation questions.

Case studies will be based on document review, site observations (COVID permitting), interviews and FGDs with relevant stakeholders. Case Studies will not only look in-depth at project performance but also assess the effect the Bank's non-lending activities had on project outcomes such as TAs, ASs and ESWs provided in support of project implementation. Stakeholders engaged through this process will include AfDB staff, government officials, project beneficiaries, civil society organizations, private sector, development partners, and other key stakeholders with familiarity with AfDB's interventions within the evaluated sector and projects. The case studies will involve mostly completed projects or projects near completion. Data collected from these case studies will serve as valuable analytical input into the Thematic and Technical Reports.

Selected projects vary in size and financing instrument, ensuring lessons learned and recommendations capture a large range of activity. A purposive sampling strategy was pursued to ensure an appropriate selection of case studies. Details for the projects selected for case studies and the criteria considered are explained in Section 6.1 above.

6.2.4. Stakeholder Interviews and Focus Group Discussions

The evaluation team will pursue a purposive sampling approach, allowing for both snowballing and opportunistic sampling, to identify key stakeholders for consultation. Such an approach will ensure that appropriate and useful data is collected efficiently and in a timely manner. Methodologically speaking, the evaluation team seeks to engage an appropriate number of key informants, ensuring maximization of the collection of quality data, mindful of the time and resources available. Engagement will include a mix of semi-structured interviews and focus group discussions (FGDs) with a variety of relevant stakeholders to ensure that multiplicity of perspectives is captured. The purpose of these interviews will be to understand how the Bank's lending and non-lending activities during the evaluation period have contributed to development outcomes in Uganda.

Key stakeholder's to be consulted will include the AfDB HQ staff, AfDB Uganda Country Office Staff, government officials, development partners, institutional executing agencies in sectors supported by the AfDB during the evaluation period (project holders), civil society organizations (CSOs) and other key national actors. Additionally, as part of project case studies, semi-structured interviews and FGDs will be undertaken with key stakeholders for the selected projects. Engagement will focus on project beneficiaries and key informants who participated in the design and implementation of the projects and will include the stakeholder groups identified above. The list of specific people under each category to be consulted by the evaluation team will be made with the support of IDEV, AfDB HQ and Uganda Country Office, and AfDB project executing agencies.

6.2.5. Preliminary Findings Workshop

The evaluation team will present draft findings through a virtual debriefing workshop session. The workshop will take place after drafting the Thematic reports and will enable discussion about the findings and emerging recommendations and contribute to final revisions of the reports and the draft of the Technical report. The findings presented will be based on all data collected through case studies, interviews and focus groups, and qualitative and quantitative assessments. Feedback by participants will be considered and integrated into the final draft report.

6.3. Data Management

The evaluation team will use a series of online data management tools to ensure that the team will be able to manage both the evaluation process and large quantities of data produced

efficiently and effectively. The team will use data management software such as Excel to organize all documents reviewed, interviews, and FGDs, and relevant virtual field mission(s) under predefined headings that align with the evaluation criteria and the key questions and sub-questions under those criteria. This will facilitate both the clustering of themes across different data sources and types of informants as well as the sharing of data and information across the evaluation team.

6.4. Data Analysis Strategies

The evaluation will employ a set of complementary analytical approaches to ensure that all aspects of the AfDB work in Uganda are appropriately and comprehensively addressed and to provide for appropriate validation and triangulation. Therefore, the evaluation team will draw on the analytical approaches described below.

6.4.1. Descriptive, Explanatory, Quantitative, and Qualitative Analysis

At the highest level, the Evaluation Team will pursue descriptive, explanatory, qualitative and quantitative analytic approaches for this evaluation. Doing so will ensure the reliability of information and increase the quality and credibility of the evaluation findings and conclusions. Details on each of these analytical approaches and how they will be used are provided below.

- **Descriptive and Explanatory Analysis**: Description of the country context, the AfDB's logic of interventions, the CSPs, the Bank's portfolio in Uganda and the development results achieved through the implementation of the two CSPs will be undertaken and will inform an explanatory analysis of how results have happened and under what conditions. This analysis will allow the evaluation team to make overall statements about the key issues investigated in the evaluation, notably the relevance, effectiveness, sustainability, efficiency and performance at program and project levels, and any trends in the data. The analysis will also identify and explain underpinning reasons for any trends in performance while speaking to the strengths and limitations of the integrated approach overall.
- **Quantitative Analysis:** Material related to the AfDB portfolio will be subjected to quantitative analysis to generate major trends in the data. Quantitative data gathered through the online survey will be analyzed using quantitative analytical software to generate statistical data on the perspective of AfDB staff and stakeholders, as per the finalized sampling, and as related to the objectives of the evaluation. Quantitative data will be complemented by participant responses to open-ended questions, to gather substantive insights from the AfDB stakeholders.
- **Qualitative Analysis:** Documents, interview material and FGD notes will be subjected to qualitative content analysis to identify common trends, themes, and patterns in the data. Interpretive content analysis will also be used to flag diverging views and opposite trends on certain issues in relation to the evaluation questions.

6.4.2. Clustering, Scoring, and Aggregation

The analytical strategies of clustering, scoring and aggregation will be used in line with the multi-level approach adopted for this CSPE. Details on each of these analytical approaches and how they will be used are provided below.

- **Clustering:** The projects funded by the AfDB through the two CSPs are of different natures: lending, non-lending analytical and advisory work, and so on. As such, they cannot be assessed in the same manner; hence the need to cluster and assess them considering their different characteristics. In that regard, private and public sector operations will have different scoring systems or scale.

- **Scoring:** using a rating scale provided by IDEV, this analytical approach will be applied to conduct a performance assessment of the AfDB interventions. The scale will be applied to each evaluation criterion and question included in the evaluation framework when conducting the project results assessments, portfolio analysis, case studies, thematic analysis, and overall contribution of the CSP to development results. The use of a performance scoring scale will ensure a sound and consistent qualitative assessment of the data collected through different sources. The rating scale includes 4 levels (from 1 "very unsatisfactory" to 4 "very satisfactory"). Table 8 provides the details of the rating scale, with descriptions of each level.

- **Aggregation:** this analytical approach will be deployed to conduct the thematic (pillar) analysis and strategic analysis. The aggregation will help to analyze the complementarities between sectors and how they contribute to the pillar's expected results, and how the results at the pillar level synergistically contribute to the strategic level results. Similar analysis will be conducted to determine how, and to what extent the different support instruments (lending, non-lending) complement each other to influence the achievement of the results. The aggregation approach implies that the overall scores by pillars or at strategic levels will not just be arithmetical averages.

Table 8: Four-point Rating Scale (Source: AfDB IDEV)

Scale	1 Highly unsatisfactory	2 Unsatisfactory	3 Satisfactory	4 Highly satisfactory
Relevance	▪ Very weak, not at all appropriate design and very limited/non-existent alignment	▪ Weak, improper design and limited alignment / several gaps	▪ Rather strong and appropriate design, strong alignment	▪ Very solid and appropriate design, complete alignment
Effectiveness	▪ Expected outputs not achieved in most cases ▪ None or very few of the intended results are achieved	▪ Expected outputs achieved with significant gaps ▪ Few targeted results are achieved	▪ Expected outputs achieved in most cases ▪ Most of the targeted results are achieved	▪ Expected outputs fully achieved ▪ All targeted results are achieved
Efficiency	▪ Very significant difference between the ERR and the opportunity cost of capital ▪ Very significant gap between planned and actual timing of implementation	▪ Significant difference between the ERR and the opportunity cost of capital ▪ Significant gap between planned and actual timing of implementation	▪ Moderate difference between the ERR and the opportunity cost of capital ▪ Moderate gap between planned and actual timing of implementation	▪ Little or no difference between the ERR and the opportunity cost of capital ▪ Little or no difference between planned and actual timing of implementation
Sustainability	▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are not assured	▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are hindered by significant risks	▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are generally ensured, with certain minor risks	▪ Mechanisms guaranteeing sustainability (technical, economic, financial, institutional, partnership, environmental and social) are fully assured

6.4.1. Triangulation

Triangulation will be at the core of the data analysis process to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions. The evaluation team will base, to the greatest extent possible, individual findings on several lines of evidence. These include document review, stakeholder consultations (through interviews, online survey, FGDs), projects results assessments, portfolio analysis, and field visits. Put differently, once all data has been analyzed, the team will triangulate each finding to ensure sufficient

evidence from various lines of inquiries supports the claim. Triangulation will allow the team to "filter" the analysis and focus on the most relevant and credible findings, before developing the conclusions, lessons learned and recommendations.

Triangulation principles will be applied throughout the evaluation process at each level of analysis. To start with, there will be a triangulation of the data and information from different sources of information. Secondary data material collected through document review will be validated through interviews and focus group discussions, as well as field visits. Secondly, qualitative data from interviews, focus groups, and direct observation from the field will be triangulated with global evidence and or knowledge. Finally, triangulation will occur between the various experts involved in the evaluation process, between the various complementary tools used to gather data, and by comparing the various times, sectors, and types of stakeholders at or from which data is derived.

6.4.2. Contribution Analysis

As described in section 4.2, the AfDB interventions across the two CSPs have been funded based on theories of change and or Results frameworks, with clearly stated outcomes to achieve at the country level. The evaluation team believes that the CSPE is meant to help the Bank and partners arrive at conclusions about the contribution the CSPs have made (or are currently making) to these outcomes. Hence, the need to apply contribution analysis. By deploying this analytical strategy, the evaluation team will be able to reduce uncertainty about the contribution the CSPs have made to the observed results for the evaluation period. More concretely, the approach is expected to increase understanding of why the observed results have occurred (or not) and the roles played by the CSPs and other internal and external factors.

The reconstructed theories of change and associated results chains will help the evaluators trace through links between the AfDB strategic objectives, activities and associated outputs, and the higher-order outcomes that the AfDB sought to influence. This approach will enable the collection of empirical evidence showing whether the changes anticipated in the ToCs have occurred or not (and why) while identifying the main factors shaping the pathways through which change was expected. In situations where challenges are ultimately difficult to influence, the CPE will endeavour to assess the likelihood (or otherwise) of AfDB contribution.

6.5. Risk and Mitigation Strategies

The evaluation is being undertaken in the context of the COVID-19 global pandemic. This will have as yet unknown implications for human populations globally, including AfDB stakeholders of relevance to the CSPE. Bearing this in mind, the evaluation team will adopt a flexible and adaptive approach, intent on delivering a high quality and timely evaluation, drawing on all appropriate resources, methods and technologies, swiftly responding to the global situation as it evolves, in open dialogue with AfDB staff, and in particular those of the IDEV and Uganda country office on this mandate.

In particular, due to the travel limitations, the Team Leaders and lead writers of the thematic reports will not be able to travel and conduct the field visits. National consultants will be responsible for the direct data collection in the field (when possible, in accordance with Ugandan restrictions) with remote support from the Team Leaders. In addition, the evaluation team has acquired substantial experience over the past year in carrying out evaluations remotely using a variety of methods combined, such as online interviews, digital focus group discussions (FGDs), and e-surveys with project partners and local stakeholders. The quality of the data collected through online methods is, in our experience, very similar to that of in-person techniques.

While all evaluations face the challenge of stakeholder availability, the current mandate is situated at a time when some stakeholders may be yet more difficult to access due to COVID-19 (e.g., they might be in quarantine, engaged in mass vaccination efforts, or have limited access to the internet). This will be mitigated through two key strategies: first, the evaluation team will allocate more time than usual to planning interviews and FGDs. Second, multiple options for communication will be offered to key informants, such as calls via Zoom, WhatsApp, Skype, or over the phone. Despite these mitigation strategies, a risk remains that certain relevant stakeholders may be less consulted than ultimately desirable due to the exceptional circumstances of the pandemic. While every effort will be made to recognize and overcome such a challenge, it remains a limitation.

Uncertainties in accessing stakeholders further amplify the importance of document access. In terms of project documents, the evaluation team will need access to all relevant documents in order to address questions related to both project design and effectiveness. This refers particularly, but not exclusively, to Project Appraisal Reports (PARs), Implementation Progress and Results Reports (IPRs), audit reports, and Project Completion Reports (PCRs). Access to such documents can be constrained by the recent nature of certain projects, which might only have a PAR: in such cases, projects will be considered as part of analyses related to design, but not to results. It is also understood that access to documents for certain sectors, namely the financial sector, may be affected by confidentiality restrictions. The evaluation team will mitigate this limitation by clearly articulating needs for documents ahead of the in-depth document review and by complementing insights from said document review with data obtained through other data collection methods (e-survey, interviews, FGDs, etc.). However, it is the experience of the evaluation team that access to key project documents is a strong contributor to the depth of analysis possible. Close collaboration with the AfDB, in particular with IDEV, will be required throughout this mandate.

Risk definition	Mitigation Measures
Risk 1: The breadth and scope of the Bank's interventions over two CSP cycles present a risk of the evaluation team missing key data and information to properly inform evaluation findings.	The methodological approach proposed by the Universalia-Baastel Consortium is designed to cope with the complex nature of the CSPEs by using multiple sources and methods for data collection and analysis and by developing a structured evaluation matrix that identifies how and with whom each evaluation question will be answered. Interview protocols and surveys will be developed appropriately for those being asked questions.
Risk 2: Potential for lack of data for key areas or periods of the evaluation	During the inception phase, the evaluation team will identify available evaluative information and any gaps and propose mitigation measures.
Risk 3: Availability and collaboration of key informants and national authorities needed to successfully conduct this evaluation.	The evaluation team will work in close collaboration with the Task Manager and research analyst from IDEV, as well as the Evaluation Reference group to identify, plan, and schedule key informant interviews, focus groups, and field visits.
Risk 4: Data collection missions to each country delayed or cancelled due to COVID-19 restrictions	The evaluation team will work with IDEV to quickly move to on-line formats for key informant interviews and focus groups and look at different technologies to simulate on-site visits such as using local resources to film and document project results and/or satellite imagery.

7. EVALUATION WORKPLAN

7.1. Deliverables

As outlined in the TOR, the following deliverables will be submitted based on an agreed timeline.

- **Inception report:** It will include the relevant background information for the evaluation, scope and objectives, evaluation issues and questions, evaluation design and methodology, theory of change, an evaluation matrix, data collection and analysis tools and limitations. A final version of the inception report will be drafted by the evaluation team after receiving comments from IDEV, peer reviewers and reference groups.
- **Portfolio Analysis report**: IDEV will prepare an analysis of Uganda portfolio for the 2011-2021 period.
- **Thematic reports:** Two (2) thematic reports based on the two pillars of the Uganda CSP will be produced by the evaluation Team. They will include detailed evidence and analysis from all lines of evidence providing answers to all evaluation questions, and a thorough assessment of the Bank's involvement in each of the two main pillars. Each report will benefit from the desk review of Uganda project-related documents as well as the validation of available self-evaluation reports in the field. The following themes will be covered:
    - Infrastructure for socio-economic development: Transport, power, WSS.
    - Promoting governance and private sector for inclusive economic growth: Governance, private sector, education, skills and entrepreneurship.
- **Technical report:** A technical report will be delivered by the evaluation team. This report will provide a synthesis of evaluation findings, overall ratings, conclusions, and recommendations based on various background evidence (thematic reports, case studies, portfolio analysis, and document reviews). During the inception phase, IDEV will also guide the evaluation team on any relevant content to be included in the technical report. A draft will be submitted for comments from IDEV, the reference group and peer reviewers. Then, the evaluation team will finalize the technical report and all related data.
- **Presentation to the country stakeholders:** The key preliminary findings and recommendations based on the technical report draft will be presented to the government, development partners, civil society and any other relevant Uganda stakeholders.
- **Summary report:** IDEV will prepare this summary report, which will include an executive summary, introduction, context, findings, conclusions, key lessons and recommendations as well as applicable annexes.

7.2. Workplan and Timeline

The evaluation is expected to be completed in a period of approximately 7 months from December 2020 to June 2021

Tasks	Timeline																									
	January 2021				February 2021				March 2021				April 2021				May 2021				June 2021				July 2021	
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
Inception phase																										
Launch call and initial discussions with BDEV																										
Retrieving and filing documents provided by BDEV, from database and other sources																										
Preliminary review of key documentation and project portfolio																										
One-week virtual scoping mission (Nairobi Hub, government officials, private sector, CSO, etc.)																										
Refine methodology (ToC, matrix) and sample projects for case studies																										
Prepare data collection instruments (interviews guides, survey questionnaire, case study template)																										
Prepare and submit Inception report											D															
Comments to be received by AfDB one week after the reception of the Draft Inception Report																										
Integrate comments from Task Manager, RG, Peer-reviewers and finalise inception report																										
Data collection phase																										
Review of the portfolio analysis provided by IDEV and preparation of project summaries																										
Remote key informant interviews																										
Online survey																										

Tasks	Timeline																									
	January 2021				February 2021				March 2021				April 2021				May 2021				June 2021				July 2021	
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
In-country data collection with focus on four case studies (two per pillar)																										
Preliminary data analysis and combined remote and in-person workshop on emerging findings																										
Reporting phase																										
Data analysis and triangulation																										
Draft two thematic reports																				D						
Comments to be received from AfDB two weeks after the reception of the thematic reports																										
Integrate comments and submit final Thematic reports																										
Prepare Technical report (synthesis)																							D			
Comments to be received from AfDB two weeks after the reception of the technical report																										
Integrate comments and submit final Technical report																										
Assignment Management																										
Team management, coordination, supervision																										
Client liaison, progress updates, and problem-solving																										
Inter-area and inter-country working session																										

Legend:

Working period	
Deliverable submission	D
Review by the client	

7.3. Team's Roles and Responsibilities

The Uganda evaluation team is composed of a team leader, a quality advisor, three senior thematic experts, a national expert and a junior expert.

Team Leader (Stephen Kester): He will coordinate the work of the teams and will lead all activities required for the successful completion of the evaluations (inception, data collection, analysis and reporting). He will be responsible for the quality of the deliverables and will be in contact with IDEV regularly to provide updates and address any arising issue.

Quality Assurance (QA) Adviser (Goberdhan Singh) who will intervene at key stages of the assignment. The QA Adviser will review all major deliverables prior to submission to IDEV. He will also be available to discuss methodological or other QA issues with the teams as they arise, guaranteeing high standards throughout the entire mandate.

The International **Senior Thematic Experts (Dominique Lemoine; Johannes van den Akker; Alexandre Daoust)** and the **National Expert (John Bosco Kavuma**) will work closely with the Team Leader throughout the mandate – as well as the **Junior Expert (Arnelle Blain)** who will provide in-house support to the team.

Detailed roles and responsibilities assigned to each evaluation team member to conduct the assignment are outlined in the following table:

Table 9: Team's Roles and Responsibilities

NAME AND ROLE	TASK ASSIGNMENT
Goberdhan Singh Quality Assurance Adviser	• Review all the deliverables from both CSPEs with particular attention not only to the content but also the layout • Ensure that deliverables from both CSPEs follow the same approach and delivery strategy • Discuss methodological and other QA issues with the teams
Stephen Kester Team Leader and Finance Expert	• Team and assignment management, client liaison, responsible for deliverables and problem-solving • Preliminary review of documentation, leads the virtual scoping mission, finalisation of methodology and lead author of the Inception Report • Review of portfolio analysis, drafting of project summaries, remote interviews, in- country data collection (incl. project site visits) and pre-departure workshop • Data analysis, lead author of the Technical Report

Dominique Lemoine Water and Sanitation and Transport Expert	• Preliminary review of documentation, participation in virtual scoping mission, finalisation of methodology and contribution to the Inception Report • Review of portfolio analysis, drafting of project summaries, remote interviews, in- country data collection (incl. project site visits) and pre-departure workshop • Data analysis, lead writer of the Thematic Report (Infrastructure), and contribution to the Technical Report
Johannes van den Akker Power Expert	• Preliminary review of documentation, participation in virtual scoping mission, finalisation of methodology and contribution to Inception Report • Review of portfolio analysis, drafting of project summaries, remote interviews • Data analysis, contribution to Thematic Report (Infrastructure), and to the Technical Report
Alexandre Daoust Private Sector Development, Agriculture and Social / TVET Expert	• Preliminary review of documentation, participation in virtual scoping mission, finalisation of methodology and contribution to the Inception Report • Review of portfolio analysis, drafting of project summaries, remote interviews, in- country data collection (incl. project site visits) and pre-departure workshop • Data analysis, lead writer of the Thematic Report (Social), and contribution to the Technical Report
Arnelle Blain Junior Expert -Support Staff	• Support to the team of senior experts throughout the assignment • Data management (retrieving and filing documents from AfDB, databases and other sources) • Supports preliminary desk review, prepares templates and data collection tools • Supports drafting of the Inception Report
John Bosco Kavuma National Expert	• Initial desk review, participation to the virtual scoping mission, and finalisation of the methodology • Review of portfolio analysis and in-country data collection • Data analysis and contribution to the various reports

8. QUALITY ASSURANCE

8.1. Baastel Quality Assurance Mechanism

Baastel places significant emphasis on quality control during the execution of a consultancy mandate, from initial proposal development through to technical reporting and submission of the final deliverables. The evaluation will benefit from Baastel's procedures for ensuring utility, credibility, independence, impartiality and adherence to ethics and principles of human rights and gender equality. In addition to the careful selection of evaluation specialists and technical content experts, the team leader will provide oversight and review of the evaluation process and all tools and reports, ensuring the validity, consistency, and accuracy of data throughout the analysis and reporting phases. Baastel will make every effort to ensure that the overall quality of the final report is in line with the OECD DAC Quality Standards for Development Evaluation and the United Nations Evaluation Group's Norms and Standards for Evaluation. The standards would be applied sensibly and adapted to local and national contexts and the objectives of the evaluation. Ongoing communication with key stakeholders throughout the evaluation process will apprise them of progress, validate emerging findings, clarify uncertainties, and ensure data collection and analysis responds to ongoing client needs. The quality of deliverables will be further supported by the services of a dedicated Quality Assurance Advisor, in addition to the core team members, who will support the team at key moments and review the content and presentation of deliverables.

8.2. IDEV Quality Assurance

IDEV has established a standard way of ensuring the quality of its evaluation products. Three levels of review are in place: 1) **Internal peer review** by IDEV staff; 2) **External peer review** (independent consultant); and 3) **Evaluation Reference group** – comprising staff from the country offices (Country Economist, Program Officers, and Sector Experts and Task Managers), Regional Development Vice President complex (Lead Economists, Lead Program Coordinator), Eastern African Regional Office (Regional Program Coordinator, Economists, Implementation Managers). The preliminary results of the evaluations will be presented at a validation workshop in each country. The final evaluation report is approved by the Evaluator General.

9. ANNEXES

Annex 1: Terms of Reference

African Development Bank Group (AfDB)
Independent Development Evaluation (IDEV)
Country Strategy and Program Evaluation of Rwanda and Uganda

TERMS OF REFERENCE FOR CONSULTANCY SERVICES

1. Introduction

The Independent Development Evaluation (IDEV) of the African Development Bank (the Bank) is an independent function tasked with enhancing the development effectiveness of the Bank's policies, strategies and operations. By conducting independent evaluations, IDEV ensures that the Bank and its stakeholders learn from experience for continuous improvement of the development interventions of the Bank. IDEV carries out evaluations of Bank operations, policies, and strategies, working across projects, sectors, themes, regions, and countries. In addition, IDEV oversees the self-evaluation of projects conducted by operations departments. All of IDEV's activities are designed to meet the following three key objectives: i) improve accountability; ii) enhance learning; and iii) promote evaluation culture.

IDEV reports directly to the Committee on Operations and Development Effectiveness (CODE), which is a sub-committee of the Bank's Board of Directors (the Board). This independence allows IDEV to be deeply involved in individual evaluations, while working in partnership with consultants throughout the evaluation process. IDEV is also the author of the summary report, which is considered by the CODE, based on findings from the supporting technical report(s) and disseminates the reports.

These terms of reference for the evaluations outline the background, purpose, questions, scope, key deliverables and timeline of the evaluations. Prior to these terms of reference, the Concept Note was prepared and discussed with East Africa Regional Development and Business Delivery Office (RDGE) and the country team in Rwanda and Uganda.

2. Country Contexts

2.1. Rwanda context

Political: Rwanda adopted a new constitution in May 2003 through a national referendum which paved a way for the county's first election since 1994. Three elections were held since then: in 2003, 2010 and 2017. President Paul Kagame won in these elections. The 2017 elections were held after a national referendum held in 2015, which amended the constitution to address presidential term limits. The country has also held other elections; parliamentary elections in 2013 and 2018 and senatorial elections in 2011 and 2019. International observers indicated that all these elections were free and fair.

Economic: The main economic activity in Rwanda is agriculture in which an estimated number of 70% of the population are engaged. In 2019 agriculture contributed 24% to the Rwandan economy, industry contributed 18%, services contributed 49% while the remainder 9% was attributed to net tax on products. During the same period, agriculture grew by 5%, industry by 16% and services by 8%. In agriculture, food crop growth was 4%. Export crops growth was 5% mainly due to growth in coffee and tea that

increased by 7% and 3% respectively.[1]

Rwanda had experienced a sustained economic growth before the outbreak of COVID-19. The country had maintained an average growth of real GDP of 8% for over two decades with the rate improving to 9.4% in 2019. According to AfDB 2020 Africa Economic Outlook (AEO) supplement projections, real GDP growth is projected in the baseline scenario to decelerate to 4.2% in 2020 and 2.9% in 2021. COVID-19 has impacted all sectors of the economy, but tourism and related services have borne the brunt. The budget deficit is expected to deteriorate to 7.4% of GDP in 2020 and to 5.8% of GDP in 2021, driven by increased spending on health, relief payments and low tax revenue collection.

Table 1: Rwanda – Overview of economic indicators within the COVID-19 context

			Without COVID-19		With COVID-19 (baseline)		With COVID-19 (worst-case)	
	2018	2019 (e)	2020 (p)	2021 (p)	2020 (p)	2021 (p)	2020 (p)	2021 (p)
Real GDP growth (percent)	8.6	9.4	8.0	8.2	4.2	6.4	2.9	4.7
Inflation (percent)	1.1	2.4	5.1	5.0	7.1	5.2	7.4	6.1
Budget balance (percent GDP +/–)	–4.3	–5.5	–6.8	–6.6	–7.4	–5.8	–8.2	–6.5
Current account balance (percent GDP +/–)	–7.7	–8.7	–9.1	–8.0	–16.8	–10.4	–17.5	–11.1

Note: The baseline scenario assumes that the pandemic subsides in July, and the worst-case scenario, that it continues through December.
Source: African Development Bank statistics.

Source: AfDB Africa Economic Outlook Supplement 2020.

Social: According to the National Institute of Statistics of Rwanda, the country's population is estimated to grow to 12.66 million in the year 2020 with the male population estimated to be 49% and female 51%. The majority of Rwanda's population lives in rural areas and only 17.5% in urban areas. Statistics from the National Institute of Statistics of Rwanda indicate that poverty rates have declined from 60.4% in 2001 to 38.2% in 2017, due to sustained GDP growth. Income inequality measured by the GINI index has reduced from 0.52 in 2005 to 0.43 in 2017.

The 2019 UNDP Human Development Index ranked Rwanda 157th out of 189 countries, with life expectancy of 68.7 years (female 69; male 65 years). The maternal mortality rate has been on the decline, from 487/100,000 live births in 2010 to 253 in 2015. Similarly, infant mortality rate has declined from 43.9 per 1,000 live births in 2010 to 27 in 2018.[2]

2.2. Uganda context

Political: Uganda is a democratic republic headed by the President who is the head of state and government**.** Uganda has enjoyed relative peace and stability. The country held presidential and parliamentary elections in February 2016 in which the incumbent President Yoweri Museveni and the ruling National Resistance Movement (NRM) were elected with majority.

Economic: Uganda's economy is driven by three main sectors: service, industry and

[1] https://www.gov.rw/blog-detail/rwandas-economy-grew-by-94-percent-in-2019.
[2] https://data.worldbank.org/indicator/SP.DYN.IMRT.IN.

agriculture..The three sectors accounting for 43.6%, 27.1% and 21.1% of the country's Gross Domestic Product respectively. Agriculture sector employs about 68% of the adult population in Uganda, but the sector is likely to be affected by the desert locust invasion that has hit East Africa and reached eastern Uganda in January 2020 and re-entered the country in April 2020 and August 2020. The desert locust invasion is likely to affect Bank's supported activities in agriculture sector, as well result to job losses and slowed economic growth. The desert locust invasion also poses a food security risk which if not addressed may put the country in need of humanitarian assistance.

Statistics provided by African Economic Outlook (AEO) supplement indicate that, economic growth is projected to decline to 2.5% in 2020 due to COVID-19 and partially recover to 3.5% in 2021 in the baseline scenario, assuming the pandemic is contained by the third quarter of 2020. In the worst-case scenario, where the pandemic persists to the end of 2020, GDP growth is projected to decline to 1.6% in 2020, but rebound to 4.2% in 2021.

Fiscal and current account deficits are expected to deteriorate due to lower than planned domestic tax revenues amid increased expenditures, while cash inflows from trade, remittances, and foreign direct investment are likely to fall. Income and value-added taxes are projected to decline on account of lower economic activity.

Expenditures will rise as government responds to escalating health needs and socioeconomic mitigation efforts to safeguard vulnerable groups. Consequently, the fiscal deficit in 2020 is projected to deteriorate by 1.1 and 1.4 percentage points in the baseline and worst-case scenarios, respectively, relative to the pre-COVID-19 projections. The 2020 current account deficit is projected to deteriorate by 0.4 and 0.8 percentage points in the baseline and worst-case scenarios, respectively, relative to the pre-COVID-19 estimates.

Table 2: Uganda – Overview of economic indicators within the COVID-19 context

			Without COVID–19		With COVID-19 (baseline)		With COVID-19 (worst-case)	
	2018	2019 (e)	2020 (p)	2021 (p)	2020 (p)	2021 (p)	2020 (p)	2021 (p)
Real GDP growth (percent)	7.7	5.0	6.2	6.1	2.5	3.5	1.6	4.2
Inflation (percent)	2.6	2.9	3.8	4.5	4.6	4.8	5.3	5.0
Budget balance (percent GDP +/–)	–4.2	–5.4	–7.2	–6.6	–8.3	–7.1	–8.6	–7.3
Current account balance (percent GDP +/–)	–8.6	–9.4	–10.4	–11.0	–10.8	–10.2	–11.2	–10.4

Note: The baseline scenario assumes that the pandemic subsides in July, and the worst-case scenario, that it continues through December.
Source: African Development Bank statistics.

Source: AfDB Africa Economic Outlook Supplement 2020.

Social: The Uganda Bureau of Statistics estimates the population to grow to 41.9 million by end of August 2020 (male 49%, female 51%), with an annual population growth rate of 3%. The majority of Uganda's population lives in rural areas (77.5%). The life expectancy was 63 years (both sexes). The poverty headcount ratio at $1.25 a day (PPP) was 41.7% in 2016, which was a slight increase from 39.2% in 2012.

Uganda has made remarkable progress in reducing the neonatal mortality rate (NMR), with the rate declining gradually over years. The 2018 NMR was 19.9 per 1,000 live births as compared

with 25.1 per 1,000 live births in 2010. Similarly, the infant mortality rate has also declined from 50.2 per 1,000 live births in 2010 to 33.8 in 2018. On the other hand, the maternal mortality rate has increased from 418 per 100,000 live births in 2006 to 432 in 2011.

3. Purpose, objective, scope of the evaluation

The purpose of the CSPEs is to inform the design of the next country strategies. The current CSP period for both countries will end in 2021. Thus, the CSPEs will provide timely information for decision making in the next cycle of the country program. The evaluations will draw lessons and propose recommendations for areas of improvement in the design of the new strategies.

The objectives of the evaluations are to:

4. Assess the contribution of the Bank to the development results of the country – the differences made by Bank's key interventions;
5. Identify what works or not for the programs and why; and
6. Provide lessons and recommendations for future programs.

The evaluations will cover the period 2012–2021 for Rwanda and 2011–2021 period for Uganda. That is, mainly two strategy cycles will be covered in both countries:

Rwanda: CSP 2012-2016 and CSP 2017-2021.

Uganda: CSP 2011-2015 (extended to 2016) and CSP 2017-2021.

During the respective periods, the evaluations will cover all Bank interventions through different financing instruments including investment projects, budget support, lines of credit, and institutional capacity building. In addition, the evaluation will also assess the Bank's analytical work, advisory services, policy dialogue, capacity development, and partnership development and aid coordination.

Furthermore, projects that approved before 2012 in case of Rwanda and before 2011 in case of Uganda and completed during the evaluation period will be considered in analysing the effectiveness and sustainability of development results.

4. Evaluation questions

The overarching evaluation question is: "What are the contributions of the Bank to the development of the country"? The detail of specific questions by evaluation criteria are presented in the box below.

In answering this question, the CSPEs will factor in the impacts of COVID-19 and focus on:

- **Development Results**. This set of issues would focus on what the Bank has achieved on the ground. It will examine the relevance, effectiveness, sustainability, and crosscutting issues. In this regard, the evaluation will assess the impact of COVID-19 on the achievements of development results.
- **Managing the Bank's intervention.** The evaluation will focus on the design, coherence, efficiency, partnership, and managing for development results.
- **Borrower's performance.** It will specifically assess the contribution of the project executing agencies, the sector ministries and others responsible for project/program design and implementation.
- **Explanatory factors.** This will examine the key facilitating or constraining factors for achieving development results.

Box 1. Evaluation Questions

Development Results – What has been achieved by the Bank?

Relevance

- To what extent are the Bank's interventions relevant to the needs, development challenges and, priorities of the country?
- To what extent do the Bank's interventions address the needs of target groups in the country?
- To what extent are the interventions in the country aligned with the Bank's priorities?

Effectiveness

- To what extent have the Bank's interventions achieved their expected development objectives and results? What is the impact of COVID-19 on Bank's operations and country's development achievement?
- To what extent have the Bank's interventions benefited target group members?
- To what extent have the Bank's interventions contributed to the achievement of development objectives and expected development results of the country, including impacts (both intended and unintended)?
- To what extent are the different financing instrument (investment project, Results Based Financing, Policy Based Operations, Lines of Credit, etc.) effective?

Sustainability

- To what extent have the achieved benefits continued or are they likely to continue once the Bank's interventions are completed?

Crosscutting Issues

- To what extent are the Bank's interventions inclusive (i.e., bringing prosperity by expanding the economic base across the barriers of age, gender, youth and geography) in terms of gender equality and regional disparity?
- To what extent are the Bank's interventions environmentally sustainable and support the transition to green growth?

Managing the Bank's interventions– How and why were the development results achieved or not?

Design

- To what extent is the quality of the CSP satisfactory?
- To what extent has the Bank applied selectivity in designing its country portfolio and focused on areas where it brings added value?
- To what extent has the Bank been innovative in adapting its approach to the country's context and development challenges/needs?
- To what extent are the Bank's interventions coherent and well-coordinated internally?

Efficiency

- To what extent are the Bank's interventions delivered in an efficient manner (i.e., whether resources and inputs are economically converted to results)?
- To what extent are the Bank's interventions implemented in a timely manner and in compliance with operational standards?

Knowledge and policy advice

- To what extent has the Bank actively engaged in and influenced policy dialogue through relevant advice?
- To what extent has the Bank delivered adequate analytical work in support of its interventions, positioning and policy advice?

Partnerships, harmonization and leverage

- To what extent are the Bank's interventions harmonized with those of other donors (avoiding duplication, simplifying procedures etc.)?
- To what extent are the Bank's interventions and resources bringing in other players and being leveraged for maximizing development effectiveness at country level?

Managing for Development Results

- To what extent has the Bank successfully implemented a performance management strategy that focuses on performance and the achievement of outputs, outcomes and impacts?
- To what extent has the Bank supported the development of national capacities and management systems that focus on results?

Borrower performance

- To what extent did the borrower partner show leadership in aid coordination/ harmonization?
- To what extent did the borrower partner and other clients participate in design and implementation of interventions (CSP, preparing for AfDB operations; compliance with AfDB loan covenants and conditionality; timely provision of counterpart funds; following procurement guidelines, etc.)?
- To what extent did the country support the management of development results?
- What are the facilitating or constraining factors to borrower performance?

Drivers of success and lessons Learned

- What are the key factors positively and negatively influencing the achievement of development results?
- What are the key lessons learned and recommendations that could inform future strategies and program?

5. Overview of the Bank strategies

5.1. Rwanda – Bank strategies and interventions

The evaluation covers two CSP cycles in Rwanda: 2012-2016 and 2017-2021. Both CSPs mainly targeted infrastructure development and creating an enabling environment for the private sector as well as skills development (Table 3). At mid-term review (MTR), the pillars were also maintained throughout the respective program period.

Table 3. Rwanda – Overview of CSP pillars

	CSP (2012-2016)	CSP (2017-2021)
Objective	To promote economic competitiveness for inclusive growth and poverty reduction in Rwanda.	To accelerate the economic transformation by boosting inclusive private sector-led growth and creating higher value-added formal wage employment.
Pillar 1	**Infrastructure development:** focus on addressing Rwanda's high cost of doing business through investments in transport, energy and ICT. In addition, water and sanitation and agricultural infrastructure development was also covered.	**Investing in energy and water infrastructure to enable inclusive and green growth.** Improve access to energy and water supply and thereby reduce cost of doing business for private sector.
Pillar 2	**Enterprise and institutional development:** focus on private sector development particularly on the core challenges facing the SMEs.	**Developing skills to promote high value-added economic activities.** Support economic transformation through the development of skills that promote high value-added economic activities.
Any change in Pillars at MTR	**Pillar 2** was renamed at mid-term review of the CSP as '**Private Sector Development'** but its focus remained the same.	No change in pillars.

During the two CSP cycles, the Bank approved UA 947 million in total, as of June 2020, to implement its program in Rwanda. The total number of operations stands at 35 (Annex 2)[3]. Out of these approvals, 58% corresponds to the second cycle (2017-2021) where the rest went to the first cycle (2012-2016). The preliminary portfolio analysis shows that though a greater number of operations (26) was approved during the first cycle (2012-2016) than the second cycle (2017-2021), the average project size was larger in the second cycle – an increase from UA 15.2 million in the first cycle to UA 61.1 million in the second cycle.

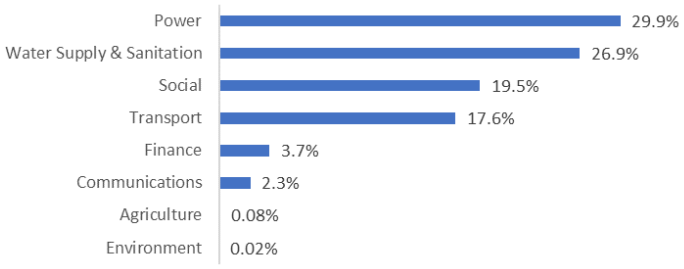
As of May 2020, of the total 35 operations, 26 are ongoing, 8 closed or completed and 1 at approval stage (not yet effective). In Rwanda's portfolio, the public sector accounts for 95%, while only 5% went to the private sector.

In terms of sector distribution, power and water and sanitation got the largest share followed by

[3] The portfolio will change as more projects will be approved for implementation over the remaining period of the current CSP cycle. The evaluation will account for those as soon as the data is available.

social and transport sectors during the two program cycles (Figure 1).

Figure 1: Rwanda – Percentage share by sector during 2012-2020.



5.2. Uganda – Bank strategies and interventions

The evaluation period covers two CSP cycles: a) The 2011-2015 cycle which was extended to 2016; and b) the 2017-2021 cycle. The focus of the two strategy cycles were similar: Infrastructure, and skill and capacity development. The CSP (2011-2015) was extended to 2016 at mid-term review but the pillars remained the same. In general, there was not much change in the pillars during mid-term review of the two programs – the initial scope of the CSPs were maintained at their completion (Table 4).

Table 4. Uganda – Overview of CSP pillars

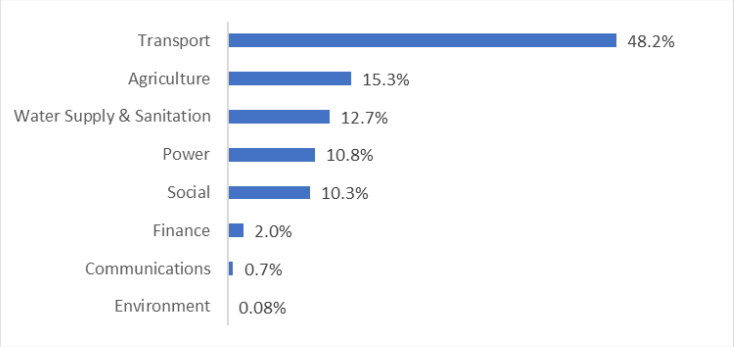
	CSP (2011-2015) **extended to 2016**	CSP (2017-2021)
Objective	Improve Uganda's prospects for economic growth and job creation.	Support Uganda's vision 2040 to transform from a low-income to a prosperous middle-income country.
Pillar 1	**Infrastructure Development:** focused on transport, energy, water and sanitation, health and agriculture	**Infrastructure Development for Industrialization:** focuses on infrastructure development in transport, agriculture, energy and water and sanitation.
Pillar 2	**Improving Capacity Skills Development for Poverty Reduction:** focused on entrepreneurship development, vocational training and skills development.	**Skills and Capacity Development:** focused on Vocational Education and Training (business and vocational training institutions and graduates reskilling programs).
Any change in Pillars at MTR	Overall, the two pillars remained the same: focus on infrastructure and skill development but with more increased selectivity. Pillar 2 renamed as "Skills and Technology Development"	Remained the same.

As of June 2020, the Bank approved 35 operations totaling UA 1.42 billion during the two CSP

cycles (2011-2021). Most of the approvals were made during the CSP 2011-2016 cycle, while to date fewer operations were approved during the CSP 2017-2021, which is still ongoing. Out of 35 operations, 25 were approved during 2011-2016 accounting for 61% of the overall portfolio (Annex 3)[4]. However, there was an increase in the average project size from UA 34.7 million during the first cycle to UA 55.7 million in the ongoing cycle.

Of the total of 35 operations, 23 are ongoing, 9 closed or completed and 3 at approval stage (not yet effective). The portfolio comprised 94% public sector while the remaining 6% went to the private sector. As shown in Figure 2 below, transport took the largest share of all approvals, followed by agriculture.

Figure 2. Uganda – Percentage share by sector during 2011-2020.



6. Methodological approaches

A theory of change (TOC) will be developed to serve as analytical framework. The TOC identifies different paths, considering contextual and other factors, by which Bank interventions achieve development outcomes and impact at the country level. Thus, it would help to determine the contribution of the Bank's programs to the country results.

The evaluations involve both **desk-based review** and **field-based study** in generating evidence. The desk-based review undertakes review of documents including, but are not limited to: the Country Strategy Papers (CSP), CSP Mid-Term Reviews, CSP Completion Reports, Country Portfolio Performance Reviews (CPPR), quality-at-entry assessments, project documentation (e.g., appraisal reports, mid-term evaluation reports, project progress reports, project completion reports, project completion report validation notes, and other relevant project documents etc.), the Ten-Year Strategy, all relevant strategy and policy documents related to High 5 priorities of the Bank such as Feed Africa, Energy, and Enable Youth etc.; previous evaluations carried out by the Bank, evaluations carried out by other organizations (Multilateral; and Bilateral organizations); country statistics, government reports at various levels, research reports, and other development partners' report.

[4] The portfolio will change as more projects will be approved for implementation over the remaining period of the current CSP cycle. The evaluation will account for those as soon as the data is available.

The field based-study covers primary data collection through key informant interviews, focus group discussions (FGDs), and project site observations. In the field, the evaluation will consult the Bank staff, government officials, project beneficiaries, civil society organizations, private sector, and development partners.
Detailed **project case studies** will be carried out to capture the contribution of the Bank. Based on portfolio analysis, the evaluation team will select those projects for case studies. The selection criteria may include status of project, sector distribution, project size, and financing instruments. It is expected that selected projects will undergo a thorough assessment, including site visits.

The evaluations will engage with the key stakeholders both internally and externally to the Bank. In the Bank, IDEV will consult with the relevant Executive Director, Country Offices, Eastern African Regional Office, Sectoral Departments, Regional Development, Integration and Business Delivery VP Complex, and Economic Governance and Knowledge Management VP Complex. At the country level, the consultation will take place with relevant government officials, program beneficiaries, development partners, private sector and civil society organizations.

Given the current challenges posed by COVID-19, the evaluation plans to undertake virtual consultations with the stakeholders during the scoping phase of the evaluations. If the situation improves during the field data collection phase, the evaluation would employ field-based data collection or a mix of both virtual and field data collection. The consultant will also explore the opportunity of using Big Data for remote data collection methods such as satellite images, e-survey, and social media.

The evaluation follows the international development evaluation criteria in its analysis.

7. Management and quality assurance process

The evaluation team comprises the Task Manager and research analyst from IDEV. The team will be supported by a competent consulting firm. IDEV will select a consulting firm through competitive bidding, following the Bank's procurement rules.

The evaluation will be carried out by a consulting firm with the right mix of skills and experience. The IDEV team will guide the consultants throughout the evaluation process; ensure that they have the necessary information to carry out the assignment, and facilitate meetings with Bank staff and management, as required. It is expected that the consulting team will provide regular updates on progress to the Task Manager (through written progress reports and verbal briefings, as required). This will ensure clear communications between the consultants and IDEV and will help solve any issues that may arise during the project.

IDEV has established standard way of ensuring the quality of its evaluation products. Three levels of review process are in place: 1) **Internal peer review** by IDEV staff; 2) **External peer review** (independent consultant); and 3) **Evaluation Reference group** – comprising staff from the country offices (Country Economist, Program Officers, and Sector Experts and Task Managers), Regional Development Vice President complex (Lead Economists, Lead Program

Coordinator), Eastern African Regional Office (Regional Program Coordinator, Economists, Implementation Managers). The preliminary results of the evaluations will be presented at a validation workshop in each country. The final evaluation report is approved by the Evaluator General.

It is expected that at the end of the assignment, the consulting firm will hand over to the IDEV Task Manager all of the raw data, project assessments, working papers, databases/coded data and, any other documentation used during the assignment.

8. Key deliverables and timeline

The evaluation team (IDEV team and a consultant) will submit the following deliverables based on an agreed timeline. Since the evaluation is separately done for Rwanda and Uganda, it is excepted that the consultant will submit separate deliverables for each country. For example, the consultant will submit the Inception Report for Rwanda separately from Uganda and similarly for other deliverables.

Inception report: The consultant will draft an inception report for the evaluation, which include the relevant background information for the evaluation (including a summary of available evaluative information), scope and objectives, evaluation issues and questions, evaluation design and methodology, theory of change, an evaluation matrix, data collection and analysis tools and limitations. The consultant will finalize the inception report based on comments from IDEV, peer reviewers, and reference groups.

Portfolio Analysis report: IDEV will prepare analysis of portfolio in each country for the period under review.

Thematic reports: The consultant will be required to produce thematic reports based on pillars of the CSP of each country, with detailed evidence and analysis from all lines of evidence providing answer to all evaluation questions, and a thorough assessment of the Bank's involvement in each of the two main pillars. Each report will benefit from the desk review of country and project related documents as well as the validation of available self-evaluation reports in the field. The two thematic reports are required for each country; the exact theme will be determined during the inception phase based on each country's portfolio context.

1. Infrastructure for socio-economic development: Transport, power, water and sanitation
2. Promoting governance and private sector for inclusive economic growth: Governance, private sector, education, skills and entrepreneurship.

Technical report: The consultant will deliver the technical report, which provides synthesis of evaluation findings, overall ratings, conclusions, and recommendations based various background evidence base (thematic reports, case studies, portfolio analysis, and document reviews). IDEV will provide the consultant with broad guidance on what should be included in the technical reports, at inception stage. The drafts will be submitted for comments from IDEV, the reference group and peer reviewers. The consultant will then finalize the technical report and all related data.

Presentation to the Country stakeholders (government, development partners, civil society etc.), the consultant will make presentation of the key preliminary findings and recommendations based on draft technical report.

Summary report (under 30 pages excluding executive summary and annexes) – This summary report will be prepared by IDEV. The summary report including executive summary, introduction, context, findings, conclusions, key lessons and recommendations as well as applicable annexes.

The consultant's assignment is expected to be completed in a period of approximately 7 months from December 2020 to June 2021. The exact timelines and requirements for the assignment will be finalized at inception report stage.

The following table presents the expected timeline for deliverable.

Activity/deliverables	Responsibility	Start Date	End Date
Kick-off of the evaluation project	IDEV and a Consultant	December 2020	
Scoping mission (separate mission for Rwanda and Uganda)	IDEV and a Consultant with support from the Country Office	January 15, 2021	January 30, 2021
Rwanda- Inception report Uganda- Inception report	A Consultant with support from IDEV	December 15, 2020	February 15, 2021
Rwanda- Portfolio analysis report Uganda- Portfolio analysis report	IDEV	October 15, 2020	March 30, 2021
Data collection mission (separate mission for Rwanda and Uganda)	A Consultant and IDEV with support from the Country Office	March 1, 2021	April 30, 2021
Rwanda-Thematic reports Uganda-Thematic reports	A Consultant with support from IDEV	April 1, 2021	May 15,2021
Rwanda- Technical report Uganda- Technical report	A Consultant with support from IDEV	May 15, 2021	June 15, 2021
Rwanda- Summary report Uganda- Summary report	IDEV	May 30, 2021	July 31, 2021

9. Key audiences of the evaluation

- **The Board** – The evaluation will provide the Board with an independent and evidence-based assessment of the development results that the Bank has achieved in Rwanda and Uganda as well as with suggestions for potential improvements.
- **The Bank's Management** – The evaluation will inform the development of the new CSPs by providing the Bank's Senior Management, Country Offices and the Eastern Africa Regional Office with independent and evidence-based assessment of what worked and what did not work as well as suggestions for improvement.
- **The government of both countries at various levels, development partners and other stakeholders** (civil society organizations and the private sector) working in Rwanda and

Uganda can use the evaluations' findings and recommendations for decision making in development planning and implementation.

10. Tasks of the consultant

The evaluation will include three phases: Inception, Data Collection and Analysis, and Reporting. The key activities of the consulting team for each phase are as follows:

Inception Phase - at the inception phase, the consulting team will carry out the following tasks:

- The consultant will propose clear methodological framework, sampling strategy (for document reviews and case studies), Focus Group Discussions, and Key Informant Interviews. In addition, the proposal should include evaluation framework with respect to each evaluation questions by identifying the indicators, data sources and judgment criteria.
- Carry out a review of the relevant Bank documents and databases and relevant literature as indicated above.
- Carry-out a one-week virtual scoping mission for each country.
- Undertake key informant interviews/focus group discussions with the Bank's Staff from Regional Hub in Nairobi, Kenya, relevant government officials in the two countries and other country stakeholders (e.g. private sector, civil society).
- Review the list of projects to determine a preliminary sample.
- Discuss the logistics of the field data gathering missions to be undertaken by the Evaluation team.
- Identify evidence-gap that can be bridged with field-based data collection.
- Develop methodology with clear framework for measuring achievements and data collection tools.
- Fine-tune the evaluation issues/questions, Theories of Change for the Bank's interventions, the evaluation matrix based on the results of the document review, literature review and key informant interviews/focus group discussions in the country.
- Prepare interview guides, survey questionnaire and case study template.
- Submit a draft Inception Report and make any required adjustments/revisions based on comments from IDEV Task Manager, the Reference Group, and Peer-reviewers (both internal and/or external).
- Finalize the Inception report, based on comments.

Data Collection and Analysis Phase – at this phase, the evaluation team will implement the approved Inception Report:

- Carry out **two weeks (10 working days)** data collection mission in each country. Carry-out interviews with the different stakeholder groups, including but not limited to: Bank management, regional offices, Executive Directors and/or their Advisors, Government Officials of Regional Member Countries, other country stakeholders representing beneficiaries (e.g. civil society) and, other donors and MDBs.
- Conduct case studies (including field visits) f **for** selected projects.
- Analyze data collected from the various data sources based on the approved evaluation matrix and aggregate assessments.
- Conduct a workshop to share preliminary findings with Regional Office and the government and use a participatory approach in developing high quality recommendations by engaging experts as well as the potential users of the evaluation results.

Reporting Phase – at this phase, a consultant will draft the technical report, workshop PPT, and synthesis reports:

- A consultant will submit draft and final background **Thematic Reports** and make any required adjustments/revisions based on comments from the Task Manager/IDEV evaluation team, the Reference Group, Peer reviewers (both internal and/or external).
- Submit draft and final **Technical Reports** and make any required adjustments/revisions based on comments from the Task Manager/IDEV evaluation team, the Reference Group, Peer reviewers (both internal and/or external).
- IDEV will prepare a **Summary Report** for presentation to the Board.

11. Consultant qualifications and experience

The proposed consulting teams will be composed of a team leader, appropriate technical subject matter experts (transport; water and sanitation; power; agriculture/rural development; education, governance, private sector) experts in cross-cutting issues (gender; environment), and local consultant (required). The bid needs to stipulate the composition of the team as well as the role of each team member play and the level of efforts.

Separate team leader is required for each country, but the consultant may propose to use the same sector experts for both countries. The presence of national consultants in the team is required.

Following are the minimum qualifications, skills and experience required to be considered for the assignment:

- Extensive experience and knowledge in evaluation methodologies at the project and country levels.
- Experience of working in international cooperation in the country or region.
- Knowledge of evaluation theory, practice and professional standards.
- Knowledge of quality standards for international development evaluation.
- Knowledge of International Financial Institutions policies and operations.
- Knowledge of development effectiveness principles.
- Excellent verbal and written skills in the English.
- Availability for the key activities over the evaluation period.

Role	Requirements
Team leader	• Advanced degree in economics, development economics, public policy, development evaluation or a related field. • Extensive experience in development cooperation (more than 15 years). • Extensive experience in evaluation (more than ten years) including experience related to Program-level evaluations and experience managing evaluation teams. • Experience with multilateral development Banks, especially development operations and evaluation within the context of the African Development Bank. • Excellent knowledge of the country. • Extensive knowledge of development issues in Africa • Language skill: Excellent verbal and written skills in the English. • Proficiency in using computer packages.
Infrastructure Expert (transport, power, water and sanitation)	• Advanced degree in engineering with specialization in infrastructure or a related field. • Extensive experience and knowledge in transport, power, water sectors. • Excellent research and analytical skills.

Public sector /Governance Expert	• Advanced degree in Economics, public management or administration. • Extensive experience and knowledge related to public sector reforms (including legal, electoral, parliamentary), financial management, public expenditures, and institutional capacity development approaches. • Excellent research and analytical skills.
Private sector and Entrepreneurship Expert	• Advanced degree in Economics, public management or administration. • Extensive experience and knowledge related to private sector and entrepreneurship development. • Excellent research and analytical skills.
Agriculture and environmental expert	• Advanced degree in agricultural economics, natural resources, or other appropriate training; with experience and knowledge related to food production and food security, environment, etc. • Excellent research and analytical skills.
Social development and gender expert	• Advanced degree in social sciences, experience and knowledge of gender related institutional reforms, community activities etc. • Excellent research and analytical skills.
National expert	• Advanced degree in economics, development economics, public policy, development evaluation or a related field. • Extensive experience in evaluation (more than ten years) including experience related to Program-level evaluations. • Experience with development partners. • Excellent knowledge of the country. • Extensive knowledge of development issues in Africa • Language skill: Excellent verbal and written skills in the English.

Annex 2: Stakeholders Consulted (scoping mission)

Name	Position
Ministry of Agriculture (MA)	
Kajura Stephen	Assistant commissioner in MA
Fred Mayanja	Commissioner Policy and Planning
Richard Kabuleta	Senior M&E officer-Agric value Chain Program
Teddy Alako	Desk Officer
African Development Bank (AfDB)	
Diarra, Thierno Mountaga	Principal IT Solutions Architect
Alemayehu Zegeye	Chief Regional Power Systems Officer
Milly Chesire	Principal Country Program Officer
Peter Ogwang	Principal Health Economist
George Makajuma	Infrastructure Specialist
Asaph Nuwagira	Agriculture & Rural Development Expert
Andrew Mbiro	Water and Sanitation Specialist

George Makajuma	Infrastructure Specialist
Juliet Byaruhanga	Senior Private Sector Officer
Maureen Ntege-Wasswa	Senior Water & Sanitation Engineer
Peter Engbo Rasmussen	Principal Country Economist
Augustine K. Ngafuan	Country Manager
Agence Française de Développement (AFD)	
Proparco Hatem Chakroun	
Ministry of Finance, Planning and Economic Development (MFPED)	
Collins Ishimwe	Desk Officer
Benjamin David Odongo	Research Assistant
Maris Wanyera	Director
Fredrick Twesiime	Principal Economist
Andrew Isaac Sonko	Not Specified
Ministry of Works and Transport (MOWT)	
Ategeka Henry	Principal Maritime Officer
Benon Kajuna	Director Transport
James Mawa	Principal Maritime training officer

Benard Khabakha	Retired and on contract
Ministry of Water and Environment (MWE)	
Bob Natifu	Acting Commissioner Climate Change, MWE:
Francis Opedun	Senior M&E Officer, Ministry of Water and Environment,
George Apuro	Economist -Rural Water and Sanitation Department,
Caroline Kasisira	Not Specified
Denis Ocare	Assistant Commissioner, M+E:
Ahmed Sentumbwe	Not Specified
Joseph Epitu	Commissioner Water and Environment Sector Liaison
Olweny Lamu	Assistant Commissioner - Research & Development, Rural Water Department,
Stanely Watenga	Principal Engineer-RWSSD
David Bateganya	Not Specified
Sseyunga	Not Specified

John Magezi Ndamira	National Project Coordinator, FIEFOPOC PROJECT.
Allan Mugabi	Principal Engineer-UWSSD
Felix Twinomucunguzi	Asst. Commissioner
Steven Ogwete	Not Specified
Najjuko Caroline	Not Specified
Kabugo	Not Specified
Joseph Oriono Eyatu	Not Specified
Sseruwo Maria	Senior Sociologist-WESLD/MWE
National Planning Authority (NPA)	
Joseph Muvawala	Executive Director
Dennis Tugune	NA
George Bwanga	NA
Electricity Regulatory Authority (ERA)	
Geoffrey Okoboi	Director Economic Regulation
Isaac Kihonhi	Manager Planning and Research
John Saturday	Manager Procurement and Disposal Unit
Rural Electricity Agency (REA)	

Enock Awasa	Project Accountant
Jackline Musimenta	Procurement Officer
Samuel Bishop	Project Coordinator
Uganda National Roads Authority (UNRA)	
Alfred Ogiek	Head Road Development
Rebecca Natukunda	Assistant to Executive Director
Godfrey Bhahamaise	Coordinator AfDB
Monica Seruma	Head Safeguards and Environments
Michael Akankwasa	Project Manager
Patrick Muleme	Head Design Department
Davis Muhwezi	Transport Economist
Ministry of Education (ME)	
James Mayoka	NA
Grace Nankabirwa	Economist/IDA
Eliot Arinaitwe	Economist
Ministry of Energy and Mineral Development (MEMD)	
Cecilia Menya	Director for Energy Resources Department

Moses Murugenzi	Advisor to PS on Sustainable Energy Programme
Ministry of Health (MoH)	
Ahmed Ali	Senior Planner
Uganda Development Bank Limited (UDBL)	
Susan K	Treasury Officer
Reagan Ronald Ojok	Senior Monitoring Evaluation and Learning
Francis Abibi	Senior Economist
Thaib Lubega	Treasury Manager
European Union (EU)	
Durel Ludovic	In charge of Infrastructure, Transport and Energy
Evangelidis Ioannis Pavlos	In charge of Inclusive Green Economy
International Monetary Fund (IMF)	
Izabela Karpowicz	Resident Rep UG
National Water and Sewage Corporation (NWSC)	
Geoffrey Kasirikale	Principal Engineer

Paddy Twesigye	Director Planning & Capital Development
Goeffrey Kasirikale	Principal Engineer
Japan International Cooperation Agency (JICA)	
Hebert Kasaija	Program Officer
Atsumi Kani	Project Formulation Advisor, Economic Infrastructure
Meble Kasoma	Assist with Infrastructure Team
Ministry of Finance, Planning and Economic Development (MFPED)	
Collins Ishimwe	Desk Officer
Moses Zziwa	Commissioner Data & Issuance
Housing Finance Bank (HFB)	
Robert Nyehangane	Head of Treasury
Nadia Mindra	Financial Institution Officer
Yunis	Acting Head Mortgages and Consumer Banking

Annex 3: Stakeholder's mapping

Name	Position	Organization
Ministries/Government agencies		
Kajura Stephen	Assistant commissioner in MA	Ministry of Agriculture (MA)
Fred Mayanja	Commissioner Policy and Planning	Ministry of Agriculture (MA)
Richard Kabuleta	Senior M&E officer- Agric value Chain Program	Ministry of Agriculture (MA)
Teddy Alako	Desk Officer	Ministry of Agriculture (MA)
Collins Ishimwe	Desk Officer	Ministry of Finance, Planning and Economic Development (MFPED)
Benjamin David Odongo	Research Assistant	Ministry of Finance, Planning and Economic Development (MFPED)
Maris Wanyera	Director	Ministry of Finance, Planning and Economic Development (MFPED)
Fredrick Twesiime	Principal Economist	Ministry of Finance, Planning and Economic Development (MFPED)
Andrew Isaac Sonko	Not Specified	Ministry of Finance, Planning and Economic Development (MFPED)
Ategeka Henry	Principal Maritime Officer	Ministry of Works and Transport (MOWT)
Benon Kajuna	Director Transport	Ministry of Works and Transport (MOWT)
James Mawa	Principal Maritime training officer	Ministry of Works and Transport (MOWT)
Benard Khabakha	Retired and on contract	Ministry of Works and Transport (MOWT)
Bob Natifu	Acting Commissioner Climate Change, MWE:	Ministry of Water and Environment (MWE)
Francis OPEDUN	Senior M&E Officer, Ministry of Water and Environment,	Ministry of Water and Environment (MWE)
George Apuro	Economist -Rural Water and Sanitation Department,	Ministry of Water and Environment (MWE)
Caroline Kasisira	Not Specified	Ministry of Water and Environment (MWE)
Denis Ocare	Assistant Commissioner, M+E:	Ministry of Water and Environment (MWE)

Name	Position	Organization
Ahmed Sentumbwe	Not Specified	Ministry of Water and Environment (MWE)
Joseph Epitu	Commissioner Water and Environment Sector Liaison	Ministry of Water and Environment (MWE)
Olweny Lamu	Assistant Commissioner - Research & Development, Rural Water Department,	Ministry of Water and Environment (MWE)
Stanely Watenga	Principal Engineer-RWSSD	Ministry of Water and Environment (MWE)
David Bateganya	Not Specified	Ministry of Water and Environment (MWE)
Sseyunga	Not Specified	Ministry of Water and Environment (MWE)
John Magezi Ndamira	National Project Coordinator, FIEFOPOC PROJECT.	Ministry of Water and Environment (MWE)
Allan Mugabi	Principal Engineer- UWSSD	Ministry of Water and Environment (MWE)
Felix Twinomucunguzi	Asst. Commissioner	Ministry of Water and Environment (MWE)
Steven Ogwete	Not Specified	Ministry of Water and Environment (MWE)
Najjuko Caroline	Not Specified	Ministry of Water and Environment (MWE)
Kabugo	Not Specified	Ministry of Water and Environment (MWE)
Joseph Oriono Eyatu	Not Specified	Ministry of Water and Environment (MWE)
Sseruwo Maria	Senior Sociologist- WESLD/MWE	Ministry of Water and Environment (MWE)
Joseph Muvawala	Executive Director	National Planning Authority (NPA)
Dennis Tugune	NA	National Planning Authority (NPA)
George Bwanga	NA	National Planning Authority (NPA)
Geoffrey Okoboi	Director Economic Regulation	Electricity Regulatory Authority (ERA)
Isaac Kihonhi	Manager Planning and Research	Electricity Regulatory Authority (ERA)
John Saturday	Manager Procurement and Disposal Unit	Electricity Regulatory Authority (ERA)
Enock Awasa	Project Accountant	Rural Electricity Agency (REA)
Jackline Musimenta	Procurement Officer	Rural Electricity Agency (REA)
Samuel Bishop	Project Coordinator	Rural Electricity Agency (REA)
Alfred Ogiek	Head Road Development	Uganda National Roads Authority (UNRA)
Rebecca Natukunda	Assistant to Executive Director	Uganda National Roads Authority (UNRA)

Name	Position	Organization
Godfrey Bhahamaise	Coordinator AfDB	Uganda National Roads Authority (UNRA)
Monica Seruma	Head Safeguards and Environments	Uganda National Roads Authority (UNRA)
Michael Akankwasa	Project Manager	Uganda National Roads Authority (UNRA)
Patrick Muleme	Head Design Department	Uganda National Roads Authority (UNRA)
Davis Muhwezi	Transport Economist	Uganda National Roads Authority (UNRA)
James Mayoka	NA	Ministry of Education (ME)
Grace Nankabirwa	Economist/IDA	Ministry of Education (ME)
Eliot Arinaitwe	Economist	Ministry of Education (ME)
Cecilia Menya	Director for Energy Resources Department	Ministry of Energy and Mineral Development (MEMD)
Moses Murugenzi	Advisor to PS on Sustainable Energy Programme	Ministry of Energy and Mineral Development (MEMD)
Ahmed Ali	Senior Planner	Ministry of Health (MoH)
Geoffrey Kasirikale	Principal Engineer	National Water and Sewage Corporation (NWSC)
Paddy Twesigye	Director Planning & Capital Development	National Water and Sewage Corporation (NWSC)
Geoffrey Kasirikale	Principal Engineer	National Water and Sewerage Corporation (NWSC)
Collins Ishimwe	Desk Officer	Ministry of Finance, Planning and Economic Development (MFPED)
Moses Zziwa	Commissioner Data & Issuance	Ministry of Finance, Planning and Economic Development (MFPED)
Susan K	Treasury Officer	Uganda Development Bank Limited (UDBL)
Reagan Ronald Ojok	Senior Monitoring Evaluation and Learning	Uganda Development Bank Limited (UDBL)
Francis Abibi	Senior Economist	Uganda Development Bank Limited (UDBL)
Thaib Lubega	Treasury Manager	Uganda Development Bank Limited (UDBL)
Robert Nyehangane	Head of Treasury	Housing Finance Bank (HFB)
Nadia Mindra	Financial Institution Officer	Housing Finance Bank (HFB)
Yunis	Acting Head Mortgages and Consumer Banking	Housing Finance Bank (HFB)

Name	Position	Organization
International organization		
Durel Ludovic	In charge of Infrastructure, Transport and Energy	European Union (EU)
Evangelidis Ioannis Pavlos	In charge of Inclusive Green Economy	European Union (EU)
Izabela Karpowicz	Resident Rep UG	International Monetary Fund (IMF)
Proparco Hatem Chakroun	NA	Agence Française de Développement (AFD)
Hebert Kasaija	Program Officer	Japan International Cooperation Agency (JICA)
Atsumi Kani	Project Formulation Advisor, Economic Infrastructure	Japan International Cooperation Agency (JICA)
Meble Kasoma	Assist with Infrastructure Team	Japan International Cooperation Agency (JICA)
Private sector institution		
Gideon Badagawa	Executive Director	Private Sector Foundation Uganda
Vivienne Apopo	Director-General	East African Development Bank (EADB)
Wycliff Bbossa	Executive, Portfolio Management	Trade and Development Bank
AFDB		
Asaph Nuwagira	Agriculture & Rural Development Expert	AfDB
Peter Engbo Rasmussen	Principal Country Economist	AfDB
Diarra, Thierno Mountaga	Principal IT Solutions Architect	AfDB
Alemayehu Zegeye	Chief Regional Power Systems Officer	AfDB
Milly Chesire	Principal Country Program Officer	AfDB
Andrew Mbiro	Water and Sanitation Specialist	AfDB
Maureen Ntege-Wasswa	Senior Water & Sanitation Engineer	AfDB
Augustine K. Ngafuan	Country Manager	AfDB
Juliet Byaruhanga	Senior Private Sector Officer	AfDB
George Makajuma	Infrastructure Specialist	AfDB

Name	Position	Organization
Peter Ogwang	Principal Health Economist	AfDB
Dennis Ansah	Chief Investment Officer	AFDB

Ministries/Government agencies	# of meetings
Ministry of Agriculture (MA)	1
Ministry of Finance, Planning and Economic Development (MFPED)	1
Ministry of Works and Transport(MOWT)	1
Ministry of Water and Environment (MWE)	1
National Planning Authority (NPA)	1
Electricity Regulatory Authority (ERA)	1
Rural Electricity Agency (REA)	1
Uganda National Roads Authority (UNRA)	1
Ministry of Education (ME)	1
Ministry of Energy and Mineral Development (MEMD)	1
Ministry of Health (MoH)	1
National Water and Sewage Corporation (NWSC)	1
Ministry of Finance, Planning and Economic Development (MFPED)	1
Uganda Development Bank Limited (UDBL)	1
Housing Finance Bank (HFB)	1
Total number of meetings	**15**

International organisations	# of meetings
European Union (EU)	1
International Monetary Fund (IMF)	1
Agence Française de Développement (AFD)	1
Japan International Cooperation Agency (JICA)	1
Total number of meetings	**4**

Private sector institutions	# of meetings
Private Sector Foundation Uganda	1
East African Development Bank (EADB)	1
Trade and Development Bank	1
AFDB	6
Total number of meetings	**9**

Annex 4: Documents Consulted

MAJOR AFDB DOCUMENTS

- AfDB (2010). Uganda Result-Based Country Strategy Paper (2011-2015).
- AfDB (2013). Uganda Country Strategy Paper 2011-2015 Combined Mid-term Review and Country Portfolio Performance Review.
- AfDB (2016). Bank Group Country Strategy Paper 2011-2016 Completion Report & Country Portfolio Performance Review (CPPR).
- AfDB (2017). Uganda Country Strategy Paper 2017-2021.
- AfDB(2019). Uganda – Midterm Review - Country Strategy Paper 2017-2021 and 2019 Country Portfolio Performance Review
- AfDB (2019). East Africa Economic Outlook. Macroeconomic developments and prospects. Political economy of regional integration.
- AfDB (2019). Infrastructure and Urban Development. Annual Report 2018.
- AfDB (2020). Country Strategy and Program Evaluations for Rwanda and Uganda. Draft Concept Note.

MAJOR UGANDA DOCUMENTS

- Ministry of Energy and Mineral Development. Scaling up Renewable energy in low-income countries program (SREP).
- Ministry of Energy and Mineral Development. Uganda Energy Access Scale-Up Project (EASP)-P166685
- Ministry of Energy and Mineral Development (2015). Uganda's Sustainable Energy for All Initiative (SE4All) Action Agenda.
- Ministry of Energy and Mineral Development (2019). Draft National Energy Policy.
- Ministry of Foreign Affairs (2018). Final Energy report Uganda.
- National Planning Authority (2020). Third National Development Plan (NDPIII) 2020/21-2024/25.
- The Republic of Uganda. Uganda Vision 2040. Accelerating Uganda's Socioeconomic Transformation.
- The Republic of Uganda (2010). National development Plan (2010/11-2014/15)
- The Republic of Uganda (2015). Second National Development Plan (NDPII) 2015/16-2019/20
- Uganda National Roads Authority (2021). Uganda National Roads Network.

MISCELLANEOUS

- BMAU (2020). BMAU Briefing Paper. The impact of Covid-19 on Uganda's Energy Sector: What can be learnt?
- COMESA-EAC-SADC (2017). Tripartite Transport and Transit Facilitation Programme. Overview of the Program.
- CPCS (2016). EAC Railway Sector Enhancement Project. Final report. Volume 2: Appendices.
- EAC (2018). Joint EAC Heads of State Retreat on Infrastructure and Health Financing and Development. Heads of State Priority Infrastructure Projects Implementation progress and status updates.

- EAC (2018). Joint EAC Heads of State Retreat on Infrastructure and Health Financing and Development. Outcomes of the roundtable on Infrastructure development and financing in the EAC.

- EA-SA-IO. Regional Indicative Programme for Eastern Africa, Southern Africa and the Indian Ocean (EA-SA-IO) 2014 to 2020.
- EDF. Uganda 11th European Development Fund (EDF). National Indicative Programme.
- IGC (2020). An overview of recent developments and the current state of the Ugandan energy sector. Working paper. E-20046-UGA-1
- MERCY CORPS / WOMEN'S REFUGEE COMMISSION (2020). Inclusive Energy Access Handbook.
- ODI ACODE (2014). Mapping current incentives and investment in Uganda's energy sector. Lessons for private climate finance.
- UNCDF (2020). Digital Finance for Energy Access in Uganda: Putting Mobile Money Big Data Analytics to work.
- UOMA (2018). Mapping the Ugandan off-grid energy market.
- WBG (2019). Learning from Power Sector Reform. The Case of Uganda. Policy Research Working Paper 8820.

Annex 5: Survey Questionnaire

Purpose and conditions of the Survey

Baastel, a management consulting firm based in Canada, was contracted by the African Development Bank (AfDB) (also referred to as "the Bank") to conduct the *Country Strategy and Program Evaluation (CSPE) for Uganda*. The CSPE is being undertaken by Baastel together with the Independent Development Evaluation department (IDEV) of the AfDB between January-July 2021. The CSPE covers the AfDB work in Uganda for the period 2011–2021; that is, two country strategies and programmes (CSPs): CSP 2011-2016 and CSP 2017-2021. The CSPE also covers all Bank interventions through different financing instruments: investment projects, budget support, lines of credit, and institutional capacity building. Finally, the evaluation will assess the Bank's analytical work, advisory services, policy dialogue, capacity development, and partnership development and aid coordination.

The CSPE combines two objectives: (1) Accountability, through assessing the contribution of AfDB to the development results of the country, and (2) Learning, by identifying what works or not for the programs and why and providing lessons and recommendations for the design of future CSPs.

One important evaluation method being deployed is the survey aimed at gathering data on the overall relevance, effectiveness, efficiency, and sustainability of AfDB supported interventions. As such, we kindly request your participation in this evaluation through the completion of this survey. The survey should take less than 20 minutes to complete and will greatly help to inform the CSPE.

Purpose General instructions

The questionnaire consists mainly of closed questions

To indicate your answer, please tick the relevant box on the provided list of options

If for any reason you cannot respond to a question, please select "Don't know".

Please note that the survey is designed in a way that allows you to pick it up where you left off - if you are obliged to stop for some time

All information provided will be kept confidential. Findings will be presented in aggregate form and will not be attributed to individual respondents.

If you require further information concerning this survey, or if you experience any technical difficulties, please contact Arnelle Blain at arnelle.blain@baastel.com

We kindly request that you complete this survey by April 2021.

Section I: Identification of respondent

1. Please chose the option that best describes your current employment
    a. I am an African Development Bank staff
    b. I work for a Non-Governmental Organization (NGO)
    c. I work for the Government of Uganda
    d. I work for a Development Partner Institution
    e. I work for Private Sector Institution
    f. Other, please specify: _____

2. Please indicate your position/job Title

Section II: Identification of supported projects

3. Please indicate the name of your project supported by the AfDB
---

4. When did your organization receive funding from the AfDB?
    a. Between 2008 and 2011
    b. Between 2012 and 2016
    c. Between 2017 and 2021
    d. Don't know

5. Has the implementation period ended for the activities funded by the AfDB?
    a. No
    b. Yes
    c. Don't know

6. Which of the following sectors did your project address?
    a. Agriculture
    b. Transport
    c. Water Supply and Sanitation
    d. Power
    e. Environment
    f. Private sector Development
    g. Social

h. Finance

i. Other

j. Don't know

7. In which of the following ways have you been involved with the AfDB project(s)? Please select all that apply

   a. Drafting and sending a proposal.

   b. Managed and executed project activities

   c. Monitored and/or evaluated project activities

   d. Other, please specify: _____

Section III: Assessing Relevance

8. To what extent are the activities funded by the AfDB relevant to your organization's mandate?

   a. Minimally

   b. Partially

   c. Substantially

   d. Fully

   e. Don't know/no opinion

9. To what extent are the activities funded by the AfDB consistent with the development needs and priorities of Uganda?

   a. Minimally

   b. Partially

   c. Substantially

   d. Fully

   e. Don't know/no opinion

10. To what extent are the activities funded by the AfDB in Uganda relevant to the African Development Bank's Ten-Year Strategy and High 5 priorities (light up and power Africa, feed Africa, industrialise Africa, integrate Africa, and improve the quality of life for Africans)?

    a. Minimally

    b. Partially

    c. Substantially

    d. Fully

    e. Don't know/no opinion

Section IV: Assessing AfDB portfolio effectiveness: developmental and institutional

11. To what extent have the implementation of activities and progress towards results under the project (s) been monitored and reported?
    a. Minimally
    b. Partially
    c. Substantially
    d. Fully
    e. Don't know/no opinion

12. To what extent the AfDB -funded projects' activities have been implemented?
    a. Minimally
    b. Partially
    c. Substantially
    d. Fully
    e. Don't know/no opinion
        i. Redirect to this question if responded a) or b) : what are the main factors explaining the low implementation rate of the planned activities? _____

13. To what extent have the implementation of the activities funded by the AfDB contributed to achieving expected results?
    a. Minimally
    b. Partially
    c. Substantially
    d. Fully
    e. Don't know/no opinion
        i. what are the main factors explaining why the activities did or did not yield the expected results? _____

14. Are/were the AfDB funded activities supporting an already existing and ongoing program or project supported by AfDB or another development partner?
    a. No
    b. Yes
    c. Don't know

15. (Only for people who answered b) at question # 14) To what extent are the activities funded by the AfDB relevant and synergistic to the AfDB program to which they are attached or to the programs of development partners?

    a. Minimally
    b. Partially
    c. Substantially
    d. Fully
    e. Don't know/no opinion

16. (Only for people who answered b) at question # 15) To what extent has the implementation of the activities funded by the AfDB contributed to achieving the objectives set in the program to which they are attached?

    a. Minimally
    b. Partially
    c. Substantially
    d. Fully
    e. Don't know/no opinion
        i. optional: what are the main factors explaining why the activities did not contribute to achieving the objectives set in the program to which they are attached? _____

17. Regarding the outcomes of the activities funded by the AfDB, have these activities (Please select all that apply):

    a. Resulted in reduction of vehicle operation costs
    b. Resulted in increased proportion of the population with access to clean drinking water
    c. Resulted in increased proportion of the population using hygienic sanitation facilities
    d. Resulted in reduction of Non-Revenue water
    e. Resulted in reduction of power tariffs
    f. Resulted in increased percentage of total households with access to electricity (on-grid and off-grid)
    g. Resulted in increased volume and value of Livestock/Dairy products marketed by smallholder livestock farmers
    h. Resulted in increased ratio of private investment to GDP.
    i. Resulted in increased access to finance for targeted sector
    j. Resulted in direct jobs created in the civil works
    k. Resulted in increased participation of women in economic activities
    l. Resulted in increased SMEs created in high value-added economic activities

m. Resulted in off-farm jobs created in high value adding enterprises

n. None of the above

18. To what extent was the AfDB's application process effective and efficient (e.g., clarity of calls for proposals, ambiguity of criteria, support provided, time required to complete the process or to get feedback from the AfDB)?

    a. Minimally

    b. Partially

    c. Substantially

    d. Fully

    e. Don't know/no opinion

19. How would you assess the level of management and technical support you received from the AfDB Country Office in Uganda?

    a. Enough for us

    b. Not enough for us

    c. Too much for us

20. Do you believe the AfDB Country Office had the appropriate organisational and human resources capacity to support / carry out the projects during the two CSPs?

    a. No

    b. Yes

    c. Don't know

21. To what extent has AfDB contributed to strengthening institutional capacities that may facilitate the continued flow of benefits associated with your project(s)?

    a. Minimally

    b. Partially

    c. Substantially

    d. Fully

    e. Don't know/no opinion

22. Overall, how efficient was your collaboration with AfDB?
    a. Fully efficient
    b. Substantially efficient
    c. Partially efficient
    d. Not efficient at all
    e. Don't know

23. Are there any comments or recommendations you would like to make regarding the AfDB support to Uganda for the next CSP?

24. Are there any comments or recommendations you would like to make regarding the AfDB monitoring and reporting process?

Thank You for completing our survey

Annex 6: Case Study Template

Heading (thematic – case study name)

Executive Summary (Max 1 page)

Overview and background

Objectives and rationale

Methodology

Principal findings

Recommendations

Next steps

Introduction

Overview and background

Situating the study in AfDB's "thematic" agenda

Thematic study: the rationale

Purpose and objectives

Project background and study case context

Project Background

Context

Methodology

Conceptual framework

Assessment of data

Data strengths

Data limitations

Missing data

Analytical strategy

Study analysis and principal finding

Descriptive results

Principal findings

Summary of principal findings

Conclusions

Recommendations

Contact details

Name of Organisation	
Contact Name	
Email Address	
Links	*Please add links to any relevant pages/documents*

Annex 7: Interviews and FGD Protocols

General Introduction to all interview protocols

Baastel, a consulting firm based in Canada, was contracted by the African Development Bank (AfDB) (also referred to as "the Bank") to conduct the *Country Strategy and Program Evaluation (CSPE) for Uganda.* The CSPE is being undertaken by Baastel together with the Independent Development Evaluation department (BDEV) of the AfDB between January-July 2021. The CSPE covers the AfDB work in Uganda for the period 2011–2021; that is, two country strategies and programmes (CSPs): CSP 2011-2016 and CSP 2017-2021. The CSPE also covers all Bank interventions through different financing instruments: investment projects, budget support, lines of credit, and institutional capacity building. Finally, the evaluation will assess the Bank's analytical work, advisory services, policy dialogue, capacity development, and partnership development and aid coordination.

The CSPE combines two objectives: (1) Accountability, through assessing the contribution of AfDB to the development results of the country, and (2) Learning, by identifying what works or not for the programs and why and providing lessons and recommendations for the design of future CSPs.

One important evaluation method being deployed is interviews aimed at gathering stakeholder views on the overall relevance, effectiveness, efficiency, and sustainability of AfDB supported interventions and how the next CSPs could be shaped. As such, we kindly request your participation in this review through participation in this interview.

Note to Experts /Evaluators:

The questions listed in these interview protocols are generic questions covering the key general issues that need to be covered during interviews. The experts need to adapt the questions and issues to their sectors of focus.

Interview protocol for Government Institutions

Names of Evaluator:

Background and respondent profile

1. Names:

2. Title / Organization:

3. Please could you briefly describe your role?

Questions

1. Given that the two CSPs focused on two main pillars: Infrastructure Development and Skill and Capacity Development since 2011, do you think these choices of the AfDB were aligned with Uganda's strategic objectives as outlined in the Country's strategies and policy frameworks? (testing for relevance)
2. Do you feel that these pillars are still relevant for the upcoming CSP? If not, what needs to change for the AfDB support to better reflect today's realities and challenges in Uganda? (testing for relevance)
3. How effective do you think the AfDB support to Uganda (investment projects, technical assistance, support to dialogue processes, studies) during the two CSPs has been in contributing to the Country's planned strategic development results? (testing for effectiveness)
4. What have been the most substantial achievements of the AfDB for the period between 2011 - 2021? What is the evidence of that contribution?

Types of possible achievements: increasing mobility, access to electricity and water, in the project areas, increased youth and women employment and income generation for targeted populations, increased number of private enterprises, increased absorption capacity of the available funds for projects, increased regional connectivity (roads and energy), increased trade flows

5. Generally speaking, what were the key factors enabling or constraining the success of the AfDB supported projects and the 2 CSPs over time?
6. It appears from the AfDB project portfolio that Uganda has not sufficiently used the AfDB's non-sovereign window to facilitate lending to commercial companies. What are the reasons for that?
7. In your view, have the intervention of the Bank in Uganda been adequately harmonized, coordinated, and complemented with activities of other development partners?
8. To what extent are the results created by the projects supported by AfDB during the period 2011-2021 likely to remain?
9. On the operational side, where do you feel the AfDB's efficiencies could be improved (quality at entry/design, implementation, monitoring and evaluation)?
10. What has been the impact of COVID-19 on the AfDB supported projects? What were the measures undertaken by the Government of Uganda to mitigate the effects of COVID-19 on the AfDB supported projects?
11. What are the major lessons learned from the implementation of the two CSPs that could inform the next CSP?
12. What would you like to see AfDB do differently under the next CSP?

Thank you for your time and input!

Interview Protocol for AfDB Development Partners

Names of Evaluator:

Background and respondent profile

1. Names:

2. Title / Organization:

3. Please could you briefly describe your role?

Questions

1. Has your organization been involved in a project funded by the AfDB for the period between 2011 – 2021 (or CSP1 and CSP2)? If yes, what were the major reasons that led your organization to partner with the AfDB in Uganda?
2. In your view, what is the degree of complementarity and harmonization of the AfDB interventions with those of other development partners?
3. Is communication (and coordination) between development partners in Uganda appropriate and does it allow for the achievement of expected results? If not, what priority improvements should be made?
4. In you view, and based on concrete examples, has the Local Development Partners' Group in Uganda (LDPG) improved development support performance and how?
5. What opportunities do you foresee for the AfDB and other development partner in Uganda for the next five years?
6. How has the COVID-19 pandemic affected the implementation of donor programs in Uganda (including the AfDB projects) and what will it mean for going forward?
7. If you were to continue partnering (or start partnering) with the AfDB in the next five years, what would be the key sectors of collaboration, and what are the key areas they would need to change in their performance (or where do you see the biggest room for improvement)?
8. Is there anything else that you would like to share with us regarding your experience with the African Development work in Uganda?

Thank you for your time and input!

Interview protocol for AfDB staff

Names of Evaluator:

Background and respondent profile

1. Name:

2. Title / Organization:

3. Please could you briefly describe your role?

Questions

1. The African Development Bank has supported Uganda through a variety of instruments over the past two CSPs. How were the AfDB strategic areas of intervention aligned with Uganda's development objectives as outlined in the Country's strategies and policy frameworks?
2. How would you describe the level of achievement of the objectives set for the AfDB (in in terms of outputs, outcomes and impacts) – has it achieved the objectives, is it on track to achieve them or has it failed to do so?
3. What were the key factors that contributed to the delivery or non-delivery of planned outputs, outcomes, and impacts?
4. Have there been unintended positive or negative results/ impacts created by the AfDB interventions during the period 2011 – 2021? What evidence is there for this?
5. How well does the AfDB grant/loan payments system work? How does the AfDB engage with grantees or borrowers to manage project level performance and risks? To what extent do you feel that this approach has been successful in supporting projects to deliver their intended outcomes? How flexible are the AfDB grant and loan management arrangements and processes?
6. What kind of support does the AfDB provide to implementing agencies when they reach a bottleneck in the project design and implementation? How does this support work? How could it be improved? How well is the Bank office in Uganda equipped to carry out its tasks?
7. Does the AfDB have an M&E framework strategy which enables you to track and aggregate grantee performance at programme level? Did the AfDB help Uganda's partners set up an M&E system to effectively document the outputs and outcomes of its projects?
8. To what extent are the results created by the projects supported by AfDB during the period 2011-2021 likely to remain (how are sustainability issues identified at design and implementation stages of projects)?
9. To what extent are the cross-cutting issues of environmental sustainability, gender and equity considered in the design and implementation of the AfDB programmes and projects?
10. What important opportunities do you foresee that the AfDB should seize for the next CSP in Uganda?
11. How well has the Bank integrated and utilized its specific knowledge products in its interventions in Uganda (have these knowledge products shaped the design of operations, policy dialogue)?
12. What has been the impact of COVID-19 on the AfDB supported projects in Uganda? What were the measures undertaken by AfDB to mitigate the effects of COVID-19?
13. What are the key lessons learned from the implementation of the AfDB two CSPs in Uganda?

Thank you for your time and input!

Interview protocol for Implementing Agencies

Names of Evaluator:

Background and respondent profile

1. Name:

2. Title / Organization:

3. How long have you been in this position/organization? Please could you briefly describe your role?

Questions

1. Please provide an overview of your work with the AfDB for the period between 2011 -2021 (or for the two CSPs).
2. Did the AfDB supported operations deliver their planned outputs and immediate outcomes (both in rural and urban areas)? To what extent have these interventions contributed to the overall development results of Uganda for the period between 2011 – 2021 (focus on your specific sector)
3. Did private sector operations achieve planned business outputs and outcomes (e.g., in case of Lines of Credits, etc.)?
4. Did multinational operations achieve planned outputs (e.g., regional Transport and Energy sector projects)? If not, why?
5. What were the key factors that have influenced the delivery or non-delivery of planned outputs and outcomes?
6. Have there been unintended positive or negative results/ impacts created by the AfDB interventions during the period 2011 – 2021? What evidence is there for this?
7. To what extent did Bank support help create an enabling environment for ensuring sustainability of the results created by its interventions? Has the Bank contributed to sustainable capacity development at Project Implementation Units level?
8. How efficient has the Bank been in identifying projects and providing technical and financial support?
9. What kind of support is available to you when you reach a bottleneck in the project you are implementing that is financed by the AfDB? How does this support work? How could it be improved? In your view, how well is AfDB Office in Uganda equipped to carry out its tasks?
10. Is your agency using a M&E system that is articulated in a way to effectively guide results-based management of interventions? Did the AfDB help you set up an M&E system?
11. To what extent are the cross-cutting issues of environmental sustainability, gender and equity considered in the design and implementation of the AfDB supported projects?
12. What has been the impact of COVID-19 on the AfDB supported projects in Uganda? What were the measures undertaken by your Agency to mitigate the effects of the pandemic?
13. What are the key lessons learned from the implementation of the AfDB projects across the two CSPs?
14. If you were to do things differently, what recommendations would you have for the AfDB?

Thank you for your time and input!

Interview Protocol for Civil Society Organisations

Names of Evaluator:

Background and respondent profile

1. Names:

2. Title / Organization:

3. Please could you briefly describe your role?

Questions

1. Please provide an overview of your relationship (if any) with the AfDB work in Uganda for the period between 2011 -2021 (or for the two CSPs).
2. In your view, are civil society organizations involved in the design and implementation of the AfDB supported projects in Uganda and if so, to what extent (e.g., are they involved in the environmental and social studies of the projects)? Are they satisfied with their participation in the formulation and monitoring of the operations supported by the African Development Bank?
3. To what extent are the populations in the AfDB project areas been involved in the main stages of the projects?
4. What has been the impact of the AfDB interventions on the reduction of poverty and disparities in project impact areas? What is the evidence for that?
5. Do you think that the AfDB supported projects have allowed the creation of viable enterprises in Uganda (financially, businesswise, human resources)?
6. In your view, is the infrastructure put in place by the AfDB supported projects (Energy-Transport-Water-Agriculture) sufficient to achieve development results in Uganda? What else is needed and to what extent has the Bank contributed to providing it?
7. In your views, are the issues of ownership and sustainability given due consideration in AfDB supported projects?
8. What is the impact of the AfDB assistance to civil society in Uganda?
9. Do you have any recommendations for the AfDB to improve its support to Uganda in the next country programme strategy?

Thank you for your time and input!

Annex 8: Project Portfolios for 2011-2021 and 2007-2010

Table 10: Project Portfolio 2011 -2012

Project N°	Finance Project	project name	Sector Name	Status of Project	Approval date	Planned final Disb. date	Actual First disbursement	Latest Disbursement	Contract capital	Net loan	Disbursement Ratio
1	P-UG-AAD-001	FIEFOC2 FARM INCOME ENHANCEMENT AND FOREST CONSERVATION PROJ	Agriculture	OnGo	2016-01-20	2021-06-30	2016-05-31	2020-06-02	55,513,737.30	55,513,737.30	57.26
2	P-UG-AAZ-002	MATIP 2- MARKETS AND AGRICULTURAL TRADE IMPROVEMENT PROGRAMM	Agriculture	OnGo	2014-12-10	2022-06-30	2015-11-16	2020-06-10	60,942,068.85	60,942,068.85	54.00
3	P-UG-AAZ-003	AGRICULTURAL VALUE CHAIN DEVELOPMENT PROGRAMME (AVCP)	Agriculture	OnGo	2017-12-11	2023-06-30	2019-03-01	2020-02-27	57,000,000.00	57,000,000.00	1.54
4	P-UG-AB0-003	COMMUNITY AGRICULTUAL INFRASTRUCTURE IMPROVEMENT PROGRAMME -	Agriculture	COMP	2011-05-03	2017-12-31	2012-03-21	2018-04-13	40,000,000.00	39,346,101.24	100.00
5	P-UG-C00-003	DEVELOP A STRATEGY ON CLIMATE RESILIENCE	Environment	OnGo	2016-03-17	2021-04-28	2016-10-17	2020-02-27	1,085,666.31	1,085,666.31	92.77
6	P-UG-DB0-016	KAMPALA CITY ROADS REHABILITATION PROJECT	Transport	APVD	2019-11-13				0.00	0.00	0.00
	P-UG-DB0-016	KAMPALA CITY ROADS REHABILITATION PROJECT	Transport	APVD	2019-11-13				0.00	0.00	0.00
7	P-UG-DB0-021	ROAD SECTOR SUPPORT PROJECT 4	Transport	OnGo	2013-03-13	2021-06-30	2015-10-21	2020-05-22	72,940,000.00	72,940,000.00	34.99
8	P-UG-DB0-022	ROAD SECTOR SUPPORT PROJECT V	Transport	OnGo	2014-05-28	2022-12-31	2016-05-19	2020-05-20	70,000,000.00	70,000,000.00	34.55
9	P-UG-DB0-023	KAMPALA - JINJA EXPRESSWAY PROJECT (SOVEREIGN OPERATIONS - P	Transport	APVD	2018-10-31				0.00	0.00	0.00
10	P-UG-E00-011	WATER SUPPLY AND SANITATION PROGRAMME	Water Sup/Sanit	CLSD	2011-10-05	2017-12-31	2012-10-19	2018-04-10	40,000,000.00	40,000,000.00	99.84
	P-UG-E00-011	WATER SUPPLY AND SANITATION PROGRAMME	Water Sup/Sanit	CLSD	2011-10-05	2015-12-31	2012-10-19	2014-01-23	3,280,167.29	3,280,167.29	100.00
11	P-UG-E00-012	WATER SUPPLY AND SANITATION PROGRAMME PHASE II	Water Sup/Sanit	OnGo	2016-02-03	2021-06-30	2016-07-19	2020-01-09	65,800,000.00	65,800,000.00	99.18
12	P-UG-E00-013	ADDITIONAL FUNDS TO WATER SUPPLY AND SAN	Water Sup/Sanit	COMP	2015-03-04	2019-06-30	2015-10-08	2019-03-07	6,058,018.01	6,058,018.01	100.00
13	P-UG-E00-016	STRATEGIC TOWNS WATER SUPPLY AND SANITATION PROJECT	Water Sup/Sanit	OnGo	2018-06-20	2024-06-30	2019-07-05	2019-07-05	44,000,000.00	44,000,000.00	1.49
14	P-UG-E00-018	SUPPLEMENTARY LOAN TO KAMPALA SANITATION PROGRAM (AFKSP)	Water Sup/Sanit	OnGo	2017-12-15	2020-10-31	2018-07-10	2020-05-27	19,000,000.00	19,000,000.00	88.42
15	P-UG-EB0-002	KAWEMPE URBAN POOR SANITATION IMPROVEMENT PROJECT	Water Sup/Sanit	COMP	2013-01-04	2017-03-31	2013-06-04	2015-12-16	820,107.43	820,107.43	100.00

Project N°	Finance Project	project name	Sector Name	Status of Project	Approval date	Planned final Disb. date	Actual First disbursement	Latest Disbursement	Contract capital	Net loan	Disbursement Ratio
16	P-UG-EB0-007	PREPARATION OF FEASIBILITY STUDIES AND DETAILED DESIGNS FOR	Water Sup/Sanit	OnGo	2018-12-18	2022-12-31	2020-01-27	2020-01-27	1,235,907.99	1,235,907.99	9.30
17	P-UG-FA0-006	UGANDA RURAL ELECTRICITY ACCESS PROJECT	Power	OnGo	2015-09-16	2022-12-31	2016-05-25	2020-05-22	72,377,753.97	72,377,753.97	16.16
	P-UG-FA0-006	UGANDA RURAL ELECTRICITY ACCESS PROJECT	Power	OnGo	2015-09-16	2022-12-31	2017-04-20	2020-01-09	9,188,568.62	9,188,568.62	13.38
18	P-UG-FAB-004	BUJAGALI HYDROPOWER PROJECT	Power	OnGo	2015-11-04	2023-11-30			19,229,299.96	0.14	0.00
19	P-UG-FAB-006	BUSERUKA HYDROPOWER PROJECT	Power	COMP	2011-07-04	2012-12-31	2012-02-29	2012-03-30	2,895,110.16	2,895,110.16	100.00
20	P-UG-FAB-007	ACHWA II HYDROPOWER PLANT	Power	OnGo	2016-12-14	2031-06-15	2018-05-04	2019-06-14	13,814,741.90	13,814,741.39	100.00
	P-UG-FAB-007	ACHWA II HYDROPOWER PLANT	Power	OnGo	2018-12-14				0.00	0.00	0.00
21	P-UG-FAB-008	BUJAGALI ENERGY LIMITED	Power	OnGo	2017-11-17	2018-07-19	2018-07-19	2018-07-19	47,006,962.74	47,006,962.74	100.00
22	P-UG-HA0-002	HOUSING FINANCE BANK OF UGANDA	Finance	OnGo	2011-11-23	2014-07-20	2012-09-04	2012-09-04	3,618,887.70	3,618,887.70	100.00
	P-UG-HA0-002	HOUSING FINANCE BANK OF UGANDA	Finance	OnGo	2011-11-23	2014-07-20	2012-09-03	2013-05-30	7,264,499.46	4,842,999.64	100.00
	P-UG-HA0-002	HOUSING FINANCE BANK OF UGANDA	Finance	OnGo	2015-11-04	2022-07-19			1,243,992.65	327,385.03	0.00
	P-UG-HA0-002	HOUSING FINANCE BANK OF UGANDA	Finance	OnGo	2015-11-04	2022-07-19			1,664,781.13	453,613.21	0.00
23	P-UG-HA0-003	HOUSING FINANCE BANK OF UGANDA (CONVERSION OF UNDISBURSED BA	Finance	OnGo	2011-11-23	2014-07-20	2014-05-12	2014-05-12	3,618,887.70	3,618,887.70	100.00
	P-UG-HA0-003	HOUSING FINANCE BANK OF UGANDA (CONVERSION OF UNDISBURSED BA	Finance	OnGo	2015-11-04	2022-07-19			1,243,992.65	327,384.61	0.00
24	P-UG-HAA-006	UGANDA DEVELOPMENT BANK LINE OF CREDIT	Finance	OnGo	2018-07-20	2020-05-22	2020-03-26	2020-03-26	3,618,887.70	3,618,887.70	100.00
25	P-UG-HAA-007	UGANDA DEVELOPMENT BANK SOVEREIGN GUARANTEED - LOC	Finance	OnGo	2018-07-20	2020-06-07	2019-11-15	2020-06-05	10,856,663.10	10,856,663.10	100.00
26	P-UG-HB0-001	FAPA GRANT TO ENTERPRISE FINANCIAL CENTRES DID UGANDA	Finance	COMP	2012-06-05	2017-03-31	2015-02-20	2016-11-02	677,067.83	677,067.11	100.00
27	P-UG-IAD-001	HIGHER EDUCATION SCIENCE AND TECHNOLOGY (HEST) PROJECT	Social	COMP	2012-11-21	2019-12-31	2014-02-19	2020-04-24	67,000,000.00	67,000,000.00	99.77
28	P-UG-IB0-006	SUPPORT TO MULAGO HOSPITAL AND IMPROVEMENT OF KAMPALA HEALTH	Social	COMP	2011-07-06	2019-12-31	2012-08-20	2020-05-12	46,000,000.00	46,000,000.00	100.00
	P-UG-IB0-006	SUPPORT TO MULAGO HOSPITAL AND IMPROVEMENT OF KAMPALA HEALTH	Social	COMP	2011-07-06	2019-12-31	2014-12-16	2020-05-12	10,000,000.00	10,000,000.00	100.00
29	P-UG-IBE-001	SUPPORT TO THE NATIONAL EBOLA VIRAL DISEASE PREPAREDNESS AND	Social	APVD	2019-10-09	2020-05-31			723,777.54	723,777.54	0.00

Project N°	Finance Project	project name	Sector Name	Status of Project	Approval date	Planned final Disb. date	Actual First disbursement	Latest Disbursement	Contract capital	Net loan	Disbursement Ratio
30	P-Z1-AAF-010	UGANDA- LAKES EDWARD & ALBERT INTERGRATED FISHERIES &WATER R	Agriculture	OnGo	2015-05-20	2021-06-30	2016-07-26	2020-03-17	5,000,000.00	5,000,000.00	86.97
31	P-Z1-DB0-105	UGANDA- BUSEGA-MPIGI & KAGITUMBA-KAYONZA-RUSUMO ROADS PROJEC	Transport	OnGo	2016-06-22	2022-12-31	2019-10-17	2019-10-17	65,863,756.12	65,863,756.12	15.47
	P-Z1-DB0-105	UGANDA- BUSEGA-MPIGI & KAGITUMBA-KAYONZA-RUSUMO ROADS PROJEC	Transport	OnGo	2016-06-22	2022-12-31	2017-03-21	2020-05-06	42,500,000.00	42,500,000.00	12.18
32	P-Z1-DB0-107	KAPCHORWA - SUAM - KITALE AND ELDORET BYPASS ROADS PROJECT (	Transport	OnGo	2017-03-29	2022-12-31	2018-11-13	2020-03-17	27,793,057.53	27,793,057.53	20.46
	P-Z1-DB0-107	KAPCHORWA - SUAM - KITALE AND ELDORET BYPASS ROADS PROJECT (	Transport	OnGo	2017-03-29	2022-12-31	2018-11-13	2020-05-13	41,462,000.00	41,462,000.00	13.42
33	P-Z1-FA0-115	SUPPLEMENTARY LOAN FOR NELSAP INTERCONNECTION PROJECT - UGAN	Power	CLSD	2016-11-15	2019-06-30	2018-08-30	2019-09-13	5,840,000.00	985,725.28	100.00
34	P-Z1-GB0-030	UGANDA - LAKE VICTORIA MARITIME COMMUNICATIONS AND TRANSPORT	Communications	OnGo	2016-10-24	2021-04-30	2018-08-22	2020-01-09	10,210,000.00	10,210,000.00	4.00
35	P-Z1-IB0-024	EAST AFRICA CENTERS OF EXCELLENCE UGANDA	Social	OnGo	2014-10-03	2020-12-31	2016-02-16	2020-05-27	22,500,000.00	22,500,000.00	54.47
36	P-UG-D00-003 - ESIA	Kabale-Lake Bunyoni / Kisoro Mgahinga road upgrading project	Transport								
37	P-UG-K00-009	UGANDA – COVID-19 CRISIS RESPONSE BUDGET SUPPORT PROGRAM (CRSP)	Multi-Sector								

Source: Evaluation Team and AfDB project portfolio

Table 11: Project Portfolio 2007 - 2011

Project N°	Finance Project	Project name	Sector Name	Status of Project	Approval date	Planned final Disb. date	Actual First disbursement	Latest Disbursement	Contract capital	Net loan	Disbursement Ratio
38	P-UG-AAZ-001	MARKETS AND AGRICULTURAL TRADE IMPROVEMENT PROJECT 1	Agriculture	CLSD	2009-03-25	2015-09-30	2010-03-17	2016-02-12	38,000,000.00	37,655,542.19	100.00
39	P-UG-AB0-001	COMMUNITY AGRICULTURAL INFRASTRUCTURE IMPROVEMENT PROGRAMME	Agriculture	CLSD	2007-01-31	2014-06-30	2007-10-19	2014-09-03	30,000,000.00	28,424,955.84	100.00
40	P-UG-AB0-002	COMMUNITY AGRICULTURAL INFRASTRUCTURE IMPROVEMENT PROGRAMME	Agriculture	CLSD	2008-09-17	2016-12-30	2009-10-23	2017-03-02	45,000,000.00	44,765,243.46	100.00
41	P-UG-DB0-018	ROAD SECTOR SUPPORT PROJECT 2	Transport	CLSD	2007-12-17	2015-08-31	2010-01-20	2015-02-09	56,650,000.00	52,151,298.48	100.00
42	P-UG-DB0-018	ROAD SECTOR SUPPORT PROJECT 2	Transport	CLSD	2007-12-17	2011-12-31	2009-12-29	2011-10-24	1,350,000.00	1,292,373.24	100.00
43	P-UG-DB0-020	ROAD SECTOR SUPPORT PROJECT 3	Transport	CLSD	2009-09-25	2015-12-31	2011-07-29	2016-05-20	80,000,000.00	71,029,426.62	100.00
44	P-UG-E00-007	ROOF CATCHMENT RAINWATER HARVESTING & MANAGEMENT	Water Sup/Sanit	CLSD	2007-05-09	2009-12-31	2007-07-30	2009-01-26	379,024.44	379,024.44	100.00
45	P-UG-E00-008	KAMPALA SANITATION PROGRAM	Water Sup/Sanit	COMP	2008-12-16	2020-03-31	2010-07-16	2019-03-08	35,000,000.00	34,980,597.75	100.00
46	P-UG-FA0-002	BUJAGALI INTERCONNECTION PROJECT	Power	CLSD	2007-06-28	2015-09-30	2008-06-05	2016-04-18	19,210,000.00	18,182,450.45	100.00
47	P-UG-FA0-002	BUJAGALI INTERCONNECTION PROJECT	Power	CLSD	2007-10-30	2015-03-21			23,301,542.29	23,301,542.29	0.00
48	P-UG-FA0-004	MBARARA-NKENDA & TORORO-LIRA TRANSMISSION LINES PROJECT	Power	COMP	2008-12-16	2018-08-31	2011-04-20	2018-12-12	52,510,000.00	43,940,800.00	100.00

Project N°	Finance Project	Project name	Sector Name	Status of Project	Approval date	Planned final Disb. date	Actual First disbursement	Latest Disbursement	Contract capital	Net loan	Disbursement Ratio
49	P-UG-FAB-004	BUJAGALI HYDROPOWER PROJECT	Power	OnGo	2007-05-02	2012-12-31	2008-05-29	2012-07-31	76,328,462.19	76,328,462.19	100.00
50	P-UG-FAB-005	BUSERUKA HYDROPOWER PROJECT	Power	COMP	2008-07-09	2010-12-31	2009-09-11	2010-11-16	6,245,056.00	6,245,056.00	100.00
51	P-UG-IAC-001	POST PRIMARY EDUCATION AND TRAINING EXPANSION AND IMPROVEMEN	Social	COMP	2008-11-25	2015-12-31	2009-12-22	2016-03-31	52,000,000.00	51,999,884.92	100.00
52	P-UG-IB0-005	PPF-SUPPORT TO MULAGO HOSPITAL REHABILITATION PROJECT	Social	CLSD	2009-04-30	2011-01-31	2010-03-04	2010-12-16	500,000.00	500,000.00	100.00
53	P-UG-IE0-003	RURAL INCOME AND EMPLOYMENT ENHANCEMENT PROJECT (RIEEP)	Social	COMP	2009-11-17	2015-07-31	2010-10-12	2016-07-27	10,210,000.00	9,724,653.73	100.00
54	P-Z1-FA0-033	NELSAP INTERCONNECTION PROJECT - UGANDA	Power	CLSD	2008-11-27	2016-10-31	2011-10-25	2017-03-02	7,590,000.00	7,590,000.00	100.00

Source: Evaluation Team and AfDB project portfolio

Annex 9: Project Results Assessment Templates

PROJECT PERFORMANCE ASSESSMENT TEMPLATE (Rating 1-4)

1. RELEVANCE	
1.1 Relevance of project objectives: Assesses to what extend the project purpose was aligned with the Bank's CSP and the applicable sector strategies, the country's development strategies and the beneficiary needs from design/approval to completion.	
Evidence	*Rating*
1.2 Relevance of project design to achieve those objectives: Should consider: (i) the extent to which the project's objectives are clearly stated and focused on outcomes as opposed to outputs; (ii) The realism of intended outcomes in the country's current circumstances also is assessed; (iii) the extent to which project design adopted the appropriate solutions to the identified problems; (iv) the modifications to project design; (v) the circumstances prevailing at the time of the evaluation.	
Evidence	*Rating*
Overall Rating for Relevance	***Rating***
2. EFFECTIVENESS	
2.1 Achievement of outputs The assessment of outputs is based on the output execution ratio. It should consider the planned (targets) and actual output or those which are considered on track to be reached. In determining the final rating, no formula based on a pre-determined weight applied to individual outputs is undertaken. It is considered good practice to select no more than 10 output indicators in the RLF and to take into account the relative importance of the various components of the project in their selection. The overall output rating is based on the percentage of outputs (output execution ratio) that reached or are on track to meet the end of project target.	
Evidence	*Rating*

2.2 Achievement of outcomes The assessment of outcomes is based on the direct and intermediate outcomes stated in the retrospective project logic model. It should cover at least the core sector indicators.	
Evidence	*Rating*
2.2 Unintended outcomes (if any) The assessment will cover all unintended outcomes which came out during the project cycle	
Evidence	*Rating*
Overall Rating for Effectiveness	***Rating***
3. EFFICIENCY	
3.1 Cost-benefits analysis Cost-benefit analysis is carried out to the extent that data is available. The validity of the cost-benefit analysis conducted at appraisal/mid-term review is re-assessed at completion. It is a recommended to use the same model that was developed at appraisal. For PBOs a quantitative assessment will be done if an Economic Rate of Return (ERR) was calculated at appraisal, otherwise an assessment could be done with regards to the contribution of policy reforms to economic growth (if not applicable, indicate N/A).	
Evidence	*Rating*
3.2 Cost-Effectiveness The analysis considers the cost of alternative ways to achieve project objectives, unit costs for comparable activities, sector or industry standards, and/or other available evidence of the efficient use of project resources.	
Evidence	*Rating*
3.3 Timeliness The timeliness of project implementation is based on a comparison between the planned and the actual period of implementation from the date of effectiveness.	
Evidence	*Rating*

3.4 Implementation progress (IP)

The IP rating will be derived from the IPR that shall be updated in tandem with the PCR preparation. The IP rating takes into account all applicable IP criteria assessed under each of the three main categories: (i) compliance with covenants (project covenants, environmental and social safeguards and audit compliance), (ii) project systems and procedures (procurement, financial management and monitoring and evaluation), and (iii) project execution and financing (disbursement, budget commitments, counterpart funding and co-financing). The simple arithmetic average of the individual ratings is calculated to derive the final rating.

Evidence	*Rating*
Overall Rating for Efficiency	***Rating***

4. SUSTAINABILITY

4.1 Technical Soundness

The criterion assesses the extent to which the project achievements rely on sound technology using inputs efficiently and providing productivity gains. It includes O&M, availability of funding, workshop facilities etc.)

Evidence	*Rating*

4.2 Economic and Financial viability

This criterion assesses the extent to which funding mechanisms and modalities (e.g.; tariffs, user fees, maintenance fees, budgetary allocations, other stakeholder contributions, aid flows, etc.) have been put in place to ensure the continued flow of benefits after project completion, with particular emphasis on financial sustainability. For PBOs the assessment should focus on the financial sustainability of the reforms, as well as the Bank's policy dialogue to promote financial sustainability of the reforms.

Evidence	*Rating*

4.3 Institutional sustainability and strengthening of capacities

The criterion assesses the extent to which the project has contributed to strengthen institutional capacities - including for example through the use of country systems - that will facilitate the continued flow of benefits associated with the project. An appreciation should be made with regards to whether or not improved governance practices or improved skills, procedures, incentives, structures, or institutional mechanisms came into effect as a result of the operation.

Evidence	*Rating*

4.4 Ownership and sustainability of partnerships The assessment determines whether the project has effectively involved relevant stakeholders, promoted a sense of ownership amongst the beneficiaries (both men and women) and put in place effective partnerships with relevant stakeholders (e.g., local authorities, civil society organizations, private sector, donors) as required for the continued maintenance of the project outputs. For PBOs, the assessment should include the extent to which the Government conducted extensive consultations during the preparation and implementation of the PRSP and the extent to which the Bank supported the Government in deepening the consultation processes.	
Evidence	*Rating*
4.5 Environmental and social sustainability This criterion would normally only apply to Environmental Category I and II projects. It assesses the extent to which the environmental and social mitigation/enhancement measures of the project were implemented, the capacity of country institutions and systems and the availabil²ity of funding to ensure the environmental and social sustainability of the operation.	
Evidence	*Rating*
Overall Rating for Sustainability	***Rating***
OVERALL RATING OF THE PROJECT	***RATING***

Uganda Development Goals	Constraints hindering achievement of desired outcomes	type of project	Expected indicators 2021		Achieved Indicators to date(Jan 2021)		AfDB interventions during CSP 2011-2015 ext. 2016 CSP 2017-2021
			Outcomes	Outputs	Outcomes	Outputs	
Pillar 1 - Infrastructure Development for Industrialization							
Transport							
		Project N°					
		Project N°					
		Project N°					
Water & Sanitation							
		Project N°					
		Project N°					
		Project N°					
Power Energy							
		Project N°					
		Project N°					
		Project N°					
Agriculture							
		Project N°					
		Project N°					
		Project N°					
Pillar 2 - Skills and Capacity Development							
Finance							
		Project N°					
		Project N°					
		Project N°					
Social							
		Project N°					
		Project N°					
		Project N°					
Communications							
		Project N°					
		Project N°					
		Project N°					

Annex 10: Thematic Report Template

1. Introduction: Background and Context
   - 1.1 Uganda Context
   - 1.2 Sectors Context
   - 1.3 Objectives and Scope of the CSPE
   - 1.4 Purpose of the Thematic Report
2. Documentation Review and In-Country Data Collection
   - 2.1 Document Review
     - 2.1.1 Data Gaps
     - 2.1.2 Issues to be Covered
     - 2.1.3 Hypotheses to be Tested
   - 2.2 Field Mission
     - 2.2.1 Activities conducted per sector
     - 2.2.2 Issues to be Covered
     - 2.2.3 Key Preliminary Findings and Hypotheses Tested
     - 2.2.4 Case Studies (see Annex)
3. Findings and Answers to the Evaluation Questions
   - 3.1 Development Results
   - 3.2 Managing the Bank's Interventions
   - 3.3 Borrower Performance
   - 3.4 Drivers of Success and Lessons Learned
   - 3.5 Summary Evaluation by Sector
   - 3.6 Overall Assessment and Scoring
4. Conclusions and Lessons Learned
   - 4.1 Conclusion
     - 4.1.1 Contributions of the Bank to the Development Results
     - 4.1.2 What works or not for the Programs and Why
   - 4.2 Lessons Learned
5. Recommendations
   - 5.1 Main Recommendations
   - 5.2 Proposed Roadmap / Sectors
   - 5.3 Recommendations for Future CSP Programs
6. Annexes
   - 6.1 Annex 1: Terms of Reference
   - 6.2 Annex 2: Stakeholders Consulted
   - 6.3 Annex 3: Documents Consulted
   - 6.4 Annex 4: Survey Questionnaire
   - 6.5 Annex 5: Case Study No. 1
   - 6.6 Annex 6: Case Study: Number 2
   - 6.7 Annex 7: Project Results Assessment Table
   - 6.8 Annex 8: Evaluation Matrix

Annex 11: Technical Report Template

1. INTRODUCTION
    - 1.1. Evaluation purpose
    - 1.2. Evaluation objectives
    - 1.3. Evaluation scope
    - 1.4. Purpose of Technical Report
2. SYNTHESIS OF EVALUATION FINDINGS
    - 2.1. Development Results
        - 2.1.1. Relevance
        - 2.1.2. Effectiveness
        - 2.1.3. Sustainability
        - 2.1.4. Cross Cutting Issues CCI
    - 2.2. Managing the Bank's interventions
        - 2.2.1. Design
        - 2.2.2. Efficiency
        - 2.2.3. Knowledge and policy advice
        - 2.2.4. Managing for Development Results
    - 2.3. Borrower performance
    - 2.4. Drivers of success and lessons Learned
3. OVERALL ASSESSMENT & OVERALL RATINGS
    - 3.1. Overall assessment
    - 3.2. Overall ratings
4. CONCLUSIONS & RECOMMENDATIONS
    - 4.1. Conclusions
    - 4.2. Recommendations
5. ANNEXES
    - 5.1. Annex 1: Terms of Reference
    - 5.2. Annex 2: Stakeholders Consulted
    - 5.3. Annex 3: Documents Consulted

Baastel

30 Years Promoting Sustainable Development

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