IDEV
Independent Development Evaluation
African Development Bank

The Preparation of the 2022-2023 PCR & XSR Synthesis Report
CONCEPT NOTE

September 2024

AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE DE DÉVELOPPEMENT

1.0 Introduction

The main objective of this assignment is to produce the 2022-2023 PCR and XSR synthesis report covering project performance, and quality of PCRs/XSRs and project monitoring and evaluation (M&E) systems and disconnect between Self and validated ratings; and conclusions and lessons learnt and drivers of success.

In particular, the PCR synthesis report will address:

- **Project performance**: in terms of the 4 key dimensions of relevance, effectiveness, efficiency, and sustainability, noting any variation by Bank region and sector, and considering the performance of the Bank and the borrowers. Particular attention will be paid to the best and worst performing projects to elucidate the factors affecting performance.

- **PCR quality and contributory factors**: in terms of PCR quality by sector and region, with an assessment of the performance of Monitoring and Evaluation systems. As before, particular attention will be paid to the highest- and lowest-scored PCRs to enhance understanding of the performance factors.

- **Lessons**: the synthesis report will identify lessons towards improving future project performance and PCR quality.

On the other hand, the XSR synthesis report will address:

- **Results Reporting**: The Bank continues to expand its private sector operations to achieve results supporting economic development in Regional Member Countries (RMCs). Therefore, the Synthesis report aims at reporting the aggregate, independently validated project level results of Bank private sector operations in a clear, concise, and accessible format.

- **Contribute to Learning**: The report also aims at improving the future Private Sector interventions by the Bank. This is achieved via learning the lessons[1] derived from earlier experience and eventually feeding this learning into future Bank operations[2] to increase its effectiveness, efficiency, and work quality of Bank operations in RMCs.

- **Build Self-Evaluation Capacity**: The report will also support building self- evaluation capacity within the Bank by providing an assessment of the quality and coverage of XSRs and disconnect between self and independent ratings of project performance. The report will contribute to improvement in the quality and coverage of future XSRs produced by the Bank's operations departments.

[1] From IDEV experience in validating XSRs, lessons presented in individual XSRs can be difficult to understand, idiosyncratic and not generic. Significant effort goes into reformulating those lessons to become "real lesson". Often, the lessons are formulated as findings and/or recommendations. In this regard, the validation process as an evaluation tool that clarifies lessons, and in the synthesis, process selected the most prominent lessons that are clear, frequent and generic.

[2] More on how to maximize the learning component of this exercise is included in section 7 (Communication and Dissemination)).

The synthesis report will concentrate on the results of the 2022-2023 PCRs/XSRs and PCRENs/XSRENs. However, the results will be compared with previous reports to assess progress that is being made and issues that remain a priority.

This concept note report presents:

- The analytical framework and data analysis methods that will be used for the 2022-23 PCR/XSR validated data
- Suggests a report outline, including summary tables, for the 2022-23 synthesis report, although this may change to some extent depending on the results obtained from the data analysis
- Discusses quality assurance issues
- Presents an operational workplan which shows the main deliverables and their timelines

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2.0 Methodology, and Limitations

The synthesis report will be based foremost on a numerical analysis of the 2022-2023 PCR/XSR vs PCREN/XSREN scores for the various criteria and dimensions.

Methodology: This PCREN/XSREN synthesis report is based on the validation report on the sample of PCRENs/XSRENs produced by IDEV, and additional literature review and analyses. The sample consists of a total of 130 PCRs and 18 XSRENs covering respectively 77.84 percent of PCRs and 100 percent of XSRs delivered by the Bank in 2022-2023.

The first step will be to enter all scores for each project PCR/PCREN and XSR/XSREN into an Excel spreadsheet. This will enable calculations to be made of the main statistical descriptors such as arithmetic mean and standard deviation. These descriptors can be used to analyse the differences between PCR and PCREN and XSR and XSREN results and in the performance levels of the various projects.

3.0 Report Outline

I. Introduction. This section presents what the synthesis report (SR) intends to achieve and how it will do so. The introduction main points will be:

- ***Background***: (i) Brief presentation of the Bank's evaluation system: Self-evaluation vs independent evaluation; what is a PCR compared to a PCR EN and a XSR compared to a XSR EN? (ii) Brief presentation of the "Synthesis portfolio" in terms of the number of PCRs/XSRs produced during the period under review (2022-2023) and the number of PCR-ENs/XSR-ENs validated by IDEV and the related approved amount plus the percentage of coverage provided by the synthesis. A comprehensive list of the projects considered (public and private) should be included in the Annex of the report.
- ***Purpose and Objectives:*** Assist the bank's Management and operational staff and (i) learning; (ii) accountability; (iii) Evaluation capacity building.
- ***Approach and Methodology***: (i) Quantitative and Qualitative analysis of the PCRENs/XSRENs in line with the relevant frameworks/Guidelines and the Good Practice Standards; (ii) Sampling process; (iii) Rating Scales/ Evaluation criteria or

dimension; (iv) Assessment of the PCR/XSR quality; (v) Assessment of the M&E quality at design and implementation level; (vi) Disconnect between PCRs/PCRENs and XSR/XSRENs; (vii) Comparison of the results with those obtained in the previous synthesis reports.

- ***Limitations:*** (i) Representativeness of the sample; (ii) Lack of data; (iii) limited scope of the synthesis to further analyze the causes of the identified issues.

II. Strategic Context of the Bank's Sovereign and Non-Sovereign Operations: Briefly present the Bank's Ten-Year Strategy and how Sovereign and Non - Sovereign Operations could contribute to its objective's achievement.

III. Public sector projects

The section presents a concise description of four items: (i) Presentation of the 2022-2023 PCR projects; (ii) Project Performance; (iii) Quality of the PCRs and (iv) Conclusions and lessons learned.

IV. Private sector projects

The section presents a concise description of five items: (i) Presentation of the 2022-2023 XSR/XSR-ENs projects; (ii) Project Performance; (iii) Disconnect between Self and validated ratings; (iv) Quality assessment and (v) Conclusions and lessons learnt and drivers of success.

V. Other issues. This section will address any other issues that emerge during the production of the synthesis report

VI. Conclusions and lessons. This section will present the conclusions that emerge from the 2019 projects and the main lessons that have been learned.

4.0 Quality assurance

Quality assurance is required in three main areas. First, great care will be taken to ensure that the PCR/XSR and PCREN/XSREN scores ae faithfully transcribed from the reports to the Excel spreadsheet. The latter will be made available to the AfDB once the analysis is complete. Errors or inconsistencies in PCR/XSR and PCREN/XSREN scoring will be recorded, and an annex will be added to the report if this issue is sufficiently important. Second, the quality of the synthesis report itself m ust be assured. This will be achieved mainly through the process of draft reports being commented upon by Bank staff and the reports being finalized on the basis of these comments. Third, we note the Bank document entitled "The Integrated Quality Assurance Plan: Raising the Bar on Quality and Results" (REV.3, February 2020).

5.0 Intended audience, Work Plan and Evaluation Management

Audience. The findings of this (2022-2023) review are expected to be disseminated to the Bank's Board, Management and staff, and shared with the public through discussions, workshops, IDEV activities, and the Bank's website.

Evaluation Management. The preparation of the synthesis report will be led by Clément BANSE, Chief Evaluation Officer in IDEV.1 (Task Manager) and comprises of Latefa CAMARA/CONE, Senior Evaluation Officer in IDEV1 (Co-Task Manager); Tesfaye TEKLU

(External Senior Consultant, IDEV.1) and Souleymane DIEYE, (Evaluation Database Assistant, IDEV.3). The Internal Peer-review will comprise of AbdulKareem LAWAL (Consultant, IDEV0), Eustace UZOR (Evaluation Officer, IDEV.1) and Issahaq Mohammed JALALUDEEN (Principal evaluation Officer, IDEV.1). Raky GASSAMA (Principal Knowledge Management Officer, IDEV.3) will lead knowledge management with Arsène Birindwa, Banyanga (Consultant, IDEV.3) and the communications will be lead by (TBD) while overall guidance will be provided by Rufael Fassil (Division Manager, IDEV.1) and Karen Rot Munstermann (EG). Ayari Henda, Archivist/Documentalist will provide administrative support.

Work Plan. The preparation of the synthesis report will be undertaken in FY2024 and will be delivered in the fourth quarter of FY2024. The work plan will involve the steps and timelines below.

Table 1. Timelines for Key Deliverables

Key Deliverables	Timeline
Draft Concept Note	31 August 2024
Validation Excel data available	09 September 2024
Final Concept Note	16 September 2024
Draft synthesis report	30 September 2024
Final Synthesis Report (for IDEV Management review)	15 November 2024
Synthesis Report finalized and circulated to the Board	31 December 2024