“REINFORCING THE AFDB’S ENGAGEMENT IN FRAGILE SITUATIONS”

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Outline

- Purpose and Objective of the Evaluation
- Subject and Main Evaluation Questions
- Methodological Approach
- Main Findings
- Recommendations
Purpose and Objectives of the Evaluation

*Why this Evaluation?*

**Purpose:** To Report on the performance of the Bank’s Assistance in Transition states (TS) and draw Lessons from the Bank’s experience to inform future Strategies in TS.

**Objective:** is to assess the relevance of the Strategy and the efficiency of its implementation by the Bank and its effectiveness in term of results.
Subject and Main Evaluation Questions

What did we evaluate?

- Extent of the relevance and adaptability of the Bank in fragile contexts
- Extent of the Bank’s efficiency in proposing innovative and flexible responses adapted to fragile situations
- Extent of the Bank’s effectiveness in delivering outcomes, and contribution to reducing fragility and building resilience
- Extent of the sustainability of outcomes and Bank’s contribution to the creation of a conducive environment for overcoming fragility and building resilience
Methodological Approach
How did we evaluate? (Theory based approach)

- **Deliverables** - inputs to Evaluation Reports
  - Survey report
  - Portfolio Review
  - Meta-analysis
  - 4 Country Case Studies Reports: Liberia, South Sudan, DRC, Chad
  - Gender Mainstreaming Assessment
  - Benchmarking Report
  - Synthesis of Country Case Studies
  - Evaluation Report

- **Activities**
  - Country reviews and field-based project assessments
  - Interviews/Consultations/focus-group with stakeholders
  - Documentary Review
  - E-Survey
  - Assessment of Gender Mainstreaming in Bank’s RISPs, CSPs, and operations
  - Institutional Benchmarking (WB, EU, AFD)
Main Evaluation Findings (1)
What worked and what could be improved?

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<th>The overall relevance of the strategy is satisfactory</th>
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<tr>
<td>• Consistency with TYS and other bank strategies.</td>
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<td>• Relevance with specific needs of Transition Countries.</td>
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<td>• Good design quality but some <em>shortcomings</em>: (i) its strong orientation towards reactivity; (ii) failure to consider immigration and forcefully displaced persons as potential fragility sources; (iii), failure to consider its third priority focus area in its results framework.</td>
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<th>Differentiated and systematic approach with increased engagement in TS</th>
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<td>• <strong>Increased commitments</strong> in TS while ADF resources declining.</td>
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<td>• Approvals in TS increased by 51% (2014-2019).</td>
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<td>• Share of TS in Bank’s PSOs increased from 8% (2016) to 12% (2018).</td>
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<td>• <strong>Mobilization of most Bank financing instruments</strong> to support TS.</td>
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<td>• <strong>TSF 2nd financing instrument</strong> in TS after ADF.</td>
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<td>• <strong>Limited TSF resource does not allow quick response</strong> from the Bank to certain emergency situations.</td>
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Main Evaluation Findings (2)
*What worked and what could be improved?*

**Bank is building knowledge on Fragility issues**
- Preparation of *fragility related knowledge products*, including FRAs.
- Bank prepared 64 knowledge products, including 35 FRAs in 21 TS in 4 regions.
- Adoption of the CRFA in 2018.
- CRFA has potential but is resource-intensive and will require strong commitment from the Bank for application.

**Improved application of fragility lens, but some more efforts needed**
- Application improved for RISPs and CSPs.
- More efforts are required at operational level, particularly in the private sector.
- Effective for 80% of 15 CSPs and 3 RISPs reviewed, with some inadequacies.
- Effective for only 45% of 49 operations assessed in 4 countries visited.
Main Evaluation Findings (3)

What worked and what could be improved?

Progress in mainstreaming cross-cutting issues into strategies and operations

- Progress with gender mainstreaming effective in 60% of operations.
- Progress with mainstreaming of capacity-building.
- Natural resources, environment, and climate change not systematically covered.

Progress in adapting policies/strategies, procedures and rules to fragile situations

- Progress on procurement, gender, youth employment policies and the new annotated templates of RISPs and CSPs.
- The PBA system and ongoing review of the Operations Manual seeking to mainstream fragility.
- Greater Bank-wide ownership of the Strategy is required for more progress.
Main Evaluation Findings (4)
What worked and what could be improved?

Flexibility and responsiveness, but no selectivity in adapting assistance to unforeseen situations

- Adapted to changing contexts and reacted quickly to certain fragility situations.
- Adapted rules and procedures to situations of fragility.
- Remained engaged even in difficult situations at both national and sectoral levels.

Progress made in building institutional capacity to remain more effective

- Moved closer to TS, but objective of managing 50% of portfolio from Country Offices by the end of 2019 unmet in countries visited.
- Trained more people on fragility issues than planned, but not project preparation and implementation staff.
- Strengthened presence in TS with the DBDM, but more progress to be made.
- Career development for staff in TS remains a challenge.
Main Evaluation Findings (5)
What worked and what could be improved?

Concrete results but not enough to reverse the dynamics driving fragility

- Contribution to access to basic services in all countries visited.
- Tangible results with state-building and institutional stability, but results falling short of set target and resources deployed.
- Modest progress in PFM but no improvement of CPIA in 4 countries.
- Very active on partnerships and dialogue on fragility issues at regional and international levels, but varies at country level.
- Partnerships with CSOs and private sector is limited.

Significant efforts remain to be made on the efficiency front

- Overall timeliness was unsatisfactory with Bank late in implementing the strategy.
- Implementation time for PBOs was Highly Satisfactory.
- Implementation time for investments, emergency assistance, and knowledge generation was unsatisfactory.
Main Evaluation Findings (6)
What worked and what could be improved?

Little attention was given to sustainability of results

- Sustainability of project outcomes is unsatisfactory mainly due to fragility context.
- Explained by challenging environment in TS, financial constraints, and institutional weaknesses.
Recommendations (1)

What is IDEV recommending?

- **REVIEW THE STRATEGY TO MAKE PREVENTION ONE OF ITS PRINCIPLES OF ENGAGEMENT AND STRENGTHEN ITS OVERALL RELEVANCE BY ALIGNING ITS FRAGILITY DIMENSIONS WITH THOSE OF THE CRFA, WHILE CONSIDERING MIGRATION AND FORCEFULLY DISPLACED PERSONS AS POTENTIAL FRAGILITY FACTORS.**

- **STRENGTHEN THE PRESENCE OF THE BANK IN TRANSITION STATES AND THE "ONE BANK" APPROACH IN THE DESIGN AND IMPLEMENTATION OF THE FUTURE STRATEGY WHILE CONTINUING TO ADAPT POLICIES, STRATEGIES, INSTRUMENTS, RULES AND PROCEDURES TO FRAGILITY SITUATIONS.**

- **CREATE CONDITIONS TO BETTER MAINSTREAM CROSS CUTTING ISSUES SUCH AS GENDER, YOUTH EMPLOYMENT, DIMENSIONS OF NATURAL RESOURCES AND CLIMATE CHANGE IN THE RISPS, CSPS AND BANK OPERATIONS IN TRANSITION STATES.**
Reinforcing the AfDB’s Engagement in Fragile Situations

**Recommendations (2)**

*What is IDEV recommending?*

**PROMOTE AN INTEGRATED APPROACH (STRONG SYNERGY) IN TRANSITION STATES FOR INVESTMENT PROJECTS AND A STRUCTURAL APPROACH TO CAPACITY BUILDING** while adapting the instruments and financing arrangements of the private sector window to small and medium-sized enterprises (SME) realities in transition states.

**IMPROVE THE MOTIVATION OF STAFF WORKING IN TRANSITION STATES** by further improving living and working conditions while ensuring working in a transition state is an advantage for their career development within the bank.
Thank you!