The Comprehensive Evaluation of the Development Results (CEDR) of the African Development Bank Group (the Bank) was undertaken to provide an independent, credible and evidence-based assessment of development results achieved by the Bank. In addition to contributing to accountability, it identifies lessons and makes recommendations to strengthen development outcomes and aims to inform the implementation of the Bank’s new strategic priorities.

What the CEDR is

**The process**

- 14 Contextual Factor reviews
- Qualitative Comparative Analysis across the case studies
- Country level
- Project level
- Other sources
- 169 project results assessments across the 14 countries
- Portfolio Review report
- 10 past evaluation studies

**CEDR Synthesis**

What the CEDR examined

**14 Sample countries**

Bank lending to the 14 countries was $23.3 billion, which was close to 60% of approvals during 2004-2013.

**2004**

**2013**

Key findings

The Bank delivered **RESULTS**

but not to its full potential due to weak design and supervision.
The Bank’s ambitious reform agenda has set it in the RIGHT DIRECTION. However, the agenda is still to yield its full results.

**Strong relationships and trust** were a great asset for the Bank. The Bank found niches where the right mix of dialogue, knowledge and lending led to good outcomes.

**What worked?**
- Dialogue favored the engagement of the Bank in well-coordinated, sustainable partnerships and initiatives to leverage additional development resources.
- Longstanding relationships facilitated the Bank’s work in fragile situations despite the challenges of working in settings constrained by capacity or resources.
- Presence in a country enabled the Bank to better understand constraints and needs, through consultation with stakeholders.

**And what did not?**
- Despite improvement, weak supervision still remained one of the key limiting factors in country portfolio performance by the Bank.
- Capacity constraints and risk-averse behavior at country level limited the effectiveness of the Bank’s presence.
- When country contextual conditions were less favorable (such as lack of ownership or capacity) insufficient understanding of these constraints by the Bank led to poor performance.

**Broader challenges to be tackled**
- Clarify the strategic role of the Bank and actively pursue contextual partnerships.
- Enhance the flexibility of corporate procedures to allow for nimble response to needs.
- Deepen the understanding of constraints, and frame strategies and programs accordingly.
- Strengthen the performance and accountability frameworks and processes.

Knowledge broker, project financier, advisor.