IDEV
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Évaluation indépendante du développement

Evaluation of the Bank's Support for the Transport Sector and Cluster Evaluation of AfDB Rail and Aviation Projects (2012-2023)

Inception Report

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Acknowledgements

Task Manager	Joseph **Mouand**a, Chief Evaluation Officer
Team Members	Mohammed **Jalaludeen Issahaq**, Principal Evaluation Officer, Racky **Balde**, Evaluation Officer Yaya **Koloma**, Evaluation Analyst, Consultant
Consultant	Steer Clémence **Routaboul,** Team Leader & Project Director; Peter **Wiener,** Transport Sector Expert & Project Manager; Alex **Robertson,** Evaluation Expert; Matthew **Capuano-Rizzo,** Analyst; Brandon **Coetzer,** Analyst; Mark **Kerri,** Analyst
Internal Peer Review	Andrew Ajuang **Anguko,** Chief Quality & Methods Advisor, IDEV; Clement **Banse,** Chief Evaluation Officer, and Andson **Nsune,** Principal Evaluation Officer, IDEV
External Peer Review	Thomas **Delahais**, Evaluator
Reference Group	**PICU Department** James Austere Quotek **Nganga,** Principal Ports and Maritime Transport Officer, PICU.1; Jean-Jacques **Nyirubutama,** Chief Transport Economist, PICU.7; Lydie **Ehounou,** Chief Infrastructure Economist, PICU.1; Neji **Larbi,** Principal Urban Mobility Officer, PICU.2; Philippe **Munyaruyenzi,** Principal Transport Engineer, PICU.5; Romain Philippe Michel **Ekoto,** Chief Aviation/Air Transport Officer, PICU.1; Stefan **Atchia,** Division Manager, PICU.2; Seye Rotimi **Awoyomi,** Principal Infrastructure PPP Railway Officer, PICU.1; Yssoufou **Cisse,** Consultant **Other Complexes and Departments** Alain Pierre **Mbonampeka,** Lead Country Program Coordinator, RDSA; Awa **Bamba,** Lead Advisor Operations, Policy, Gender, Water; SNVP; Carina **Sugden,** Chief Governance Officer, ECGF; Chantal **Umuhire,** Senior Agriculture Officer, AHAI4/RDGE; Diop Maimounatou **Ndiaye,** Lead Infrastructure Specialist, RDGN; Dominique **Puthod,** Principal Strategy & Policy Officer, SNSP.1; Elizabeth **Owiti,** Principal Health Economist, AHHD.2; Fredrick Masinde **Wamalwa,** Education Analyst, AHDD.2; Graeme **Mutantabowa,** Principal Budget & Resource Management Coordinator, SNPB.2; Issiaka **Coulibaly,** Macro-Economist, ECCE.1; Iyad **Dhaoui,** Policy Economist, ECCE.1; James Peters **Opio-Omoding,** Chief Agricultural Economist, AHAI.6; Rudolphe **Petras,** Principal Results Officer, SNDR.1
Knowledge Management and Communication	Maria R. **Muzaaki,** Consultant; Roberta **Blankson,** Consultant; Kate **Stoney,** Senior Communications Officer
Other assistance provided by:	Myrtha **Diop**, Senior Budget and Administrative Assistant; Henda **Ayari,** Team Assistant; Yao Parfait **Kouassi**, Team Assistant, and Ruby **Adzobu-Agyare**, Secretary
Division Manager	Rufael **Fassil**
Evaluator-General	Karen **Rot-Münstermann**

List of acronyms

AAAP	Africa Adaptation Acceleration Program
ACET	African Center for Economic Transformation
ACFA	Accelerated Co-financing Facility for Africa
ADB	Asian Development Bank
ADF	African Development Fund
AER	Annual Evaluation Report
AFCAC	African Civil Aviation Commission
AfDB	African Development Bank Group
AfCFTA	African Continental Free Trade Area
AFT	The African Development Bank Transport Forum
AGIA	Alliance for Green Infrastructure in Africa
AIBD	Blaise Diagne International Airport
HIV/AIDS	Human immunodeficiency virus / Acquired immune deficiency syndrome
AIIF3	African Infrastructure Investment Fund 3
ARMFA	Africa Road Maintenance Funds Association
ASYB	African Statistical Yearbook
AU	African Union
AUC	African Union Commission
AUDA	African Union Development Agency
BRT	Bus rapid transit
CACF	Canada-African Development Bank Climate Fund
CBA	Cost benefit analysis
CC	Climate change
CCAP	Climate Change Action Plan
CCS	Country Case Study
CDN	Northern Development Corridor
CEAR	Central East African Railways
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organization
CSP	Country Strategy Papers
CTF	Clean Technology Fund
DBDM	Development and Business Delivery Model
DEV	Development Centre
DFI	Development Finance Institution
DNV	Det Norske Verita
DP2	Second Development Plan
DP3	Third Development Plan
DP4	Fourth Development Plan
DRM	Domestic Resource Mobilisation

EBRD	European Bank for Reconstruction and Development
ECA	Economic Commission for Africa
ECG	Evaluation Cooperation Group
ECOWAS	Economic Community of West African States
EQ	Evaluation Question
ERR	Economic Rate of Return
ESG	Environmental, social, governance
ESIA	Environmental and Social Impact Assessment
EU	European Union
FCDO	Foreign, Commonwealth and Development Office
FDI	Foreign direct investment
GACL	Ghana Airports Company Limited
GCA	Global Center on Adaptation
GDP	Gross domestic product
GG	Green Growth
GHG	Greenhouse gas
IATA	International Air Transport Association
ICT	Information and communications technology
IsDB	Islamic Development Bank
IDEV	Independent Development Evaluation (at the AfDB)
IEvD	Independent Evaluation Department (of the Islamic Development Bank)
IFI	International Financial Institutions
IMF	International Monetary Fund
ISO	International Organization for Standardization
ISRG	Institutional Support & Rehabilitation Grants
JICA	Japan International Cooperation Agency
JKIA	Jomo Kenyatta International Airport
KPI	Key performance indicator
LIC	Low-income country
LMIC	Lower middle-income countries
LNG	Liquefied natural gas
MDB	Multilateral Development Bank
NDC	Nationally Determined Contribution
NDF	Nordic Development Fund
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental organization
NPV	Net Present Value
NSO	Non-sovereign operation
NTF	Nigeria Trust Fund
O&M	Operations and maintenance
OECD	Organization for Economic Co-operation and Development
ONCF	Moroccan National Railways Office

PAMREC	Pilot Support Project for the Mobilization of Municipal Revenue in Côte d'Ivoire
PAP	Priority Action Plan
PAR	Project Appraisal Report
PCG	Project Cycle Grant
PEDEC-Nacala	The Project for Nacala Corridor Economic Development Strategies
PIDA	Programme for Infrastructure Development in Africa
PIU	Programme Implementation Unit
PL	Project Loan
PMGSY	Pradhan Mantri Gram Sadak Yojana
PPF	Project Preparation Facility
PPP	Public-private partnership
PRASA	Passenger Rail Agency of South Africa
QCA	Qualitative Comparative Analysis
RCS	Regional Case Studies
REC	Regional Economic Community
RIP	Road Infrastructure Programme
RMC	Regional Member Country
RMF	Results Measurement Framework
RSA	Republic of South Africa
SAATM	Single African Air Transport Market
SAP	Systems, Applications and Products
SDG	Sustainable Development Goal
SOE	State-owned entity
SGR	Standard Gauge Railway
SME	Small and medium-sized enterprises
SPV	Special purpose vehicle
SSA	Sub-Saharan Africa
SSATP	Africa Transport Policy Program
SUDAP	Sustainable Urban Development Action Plan
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAZARA	Tanzania Zambia Railway Authority
TIA	Telecommunications Industry Association
TCS	Thematic Case Studies
TEEN	Nacala Special Exports Terminal
ToC	Theory of Change
TWR	Trans-boundary water resources
TYS	Ten-Year Strategy
UA	Unit of Account
UK	United Kingdom
UMIC	Upper Middle-Income Country
UN	United Nations
UNECA	United Nations Economic Commission for Africa

UNFCCC	United National Framework Convention on Climate Change
US	United States
USAID	United States Agency for International Development
USD	United States Dollar

1. Introduction

1.1. About this report

This Inception Report outlines the approach for the evaluation of the AfDB's support for the transport sector over the period 2012-2022[1] and Cluster Evaluation of AfDB Rail and Aviation Projects over the period 2012-2022. It builds on two concept notes prepared by the Independent Development Evaluation Department (IDEV) of the African Development Bank Group ("AfDB", "the Bank").

This report further presents how the different tools and data sources that will respectively be developed and collected during the research phase of the study will be used to establish findings and draw conclusions. This report presents the evaluation framework, including the detailed evaluation matrix as well as the approach for collecting data.

The report is structured as follows:

- Chapter 1: Introduction
- Chapter 2: Purpose, objectives and scope
- Chapter 3: Theories of change
- Chapter 4: Review of AfDB's transport sector portfolio
- Chapter 5: Evaluation approach and methodology
- Chapter 6: Evaluation team and quality assurance, and
- Chapter 7: Workplan and calendar

Additional information is contained in the Annexes, as follows:

- Annex 1: Evaluation design matrix
- Annex 2: Summary of cluster evaluation approach
- Annex 3: Document review list
- Annex 4: Preliminary Stakeholder Mapping
- Annex 5: Knowledge and communication activities and products
- Annex 6: Evaluation tools – questionnaires and interview guides
- Annex 7: Common Data Collection and Analysis Protocol for Cluster Evaluation; and
- Annex 8: List of stakeholders to contacted.

1.2. Background to the evaluation

The provision of adequate transport infrastructure is critical to achieving sustainable development and socio-economic growth in Africa. It facilitates the movement of goods, services and people, stimulates economic activities, improves the continent's competitiveness, and provides access to social services (health, education, etc.). According to the 2020 OECD report *Transport Bridging Divides*, extensive and efficient transport infrastructure is essential for well-functioning economies and the development of

[1] In addition, Annex 2 of this document provides a summary of the approach and methodology for conducting the cluster evaluation of AfDB-supported rail and aviation infrastructure in Regional Member Countries (RMCs) covering the period 2012-2023.

regions and cities. When designed effectively, transport networks can help drive productivity and improve citizens' quality of life. The foremost challenge within the transport sector in Africa is its insufficiency. The continent grapples with significant gaps in its transport infrastructure, which crucially affects its ability to meet basic needs, facilitate trade, and support economic development. In addition, inefficient transport systems contribute to global warming and climate change due to unabated emissions of carbon from various means of transportation. The demands for transport services for human beings, goods and services are expected to increase over the coming decades. Reducing emissions from the transport sector has been a daunting task given the inevitable increases in demand.

Better transport infrastructure can also foster regional integration and the competitiveness of businesses[2] due to access to a bigger market[3]. Transport infrastructure development continues to be one of the main priorities in the African Development Bank's investment portfolio contributing directly to the AfDB's High Five goals such as Integrate Africa, Industrialize Africa and Improve Africans' quality of life and indirectly to other goals such as Feed Africa and Power Africa. The AfDB has devoted a significant share of its resources to the financing of transport infrastructure, which has contributed significantly to the achievement of various national and regional development objectives. For instance, the 2019 and 2022 AfDB Annual Reports indicated that the transport sector constituted the AfDB's largest share of the total Bank's approvals with 1.3 billion of unit of account (21%) in 2021, from 24 percent (UAC 1.8 billion) in 2019.

The continent has made progress in several areas of transport infrastructure development (intracity, intercity and international) over the past decade, including an increased stock of paved road networks, stronger political support to foster regional integration, and growing investments in all transport sub-sectors (road, air, railways, and maritime). For example, the Programme for Infrastructure Development in Africa (PIDA), initiated by the African Union in partnership with the AfDB and the NEPAD Planning and Coordinating Agency, has been instrumental in developing road infrastructure to improve connectivity between countries and regions. One example is the completion of key sections of the Trans-African Highway Network, which aims to connect major cities across the continent with paved roads. In addition, investments in air transport have led to significant improvements in safety and connectivity. The Single African Air Transport Market (SAATM) initiative is a notable effort towards enhancing air connectivity across the continent. There has been a resurgence of investment in railways, with projects such as the Standard Gauge Railway in Kenya and the Addis Ababa-Djibouti Railway, which significantly cut travel time and boost trade. Finally, investments in port infrastructure are evident in expansions such as the Port of Djibouti and the Lekki Deep Sea Port in Nigeria, which aim to increase maritime trade capacity.

Notwithstanding the progress made, there are still inadequacies in the level of transport infrastructure provision in Africa both in terms of quantity and quality (with variation from country to country). This has negatively impacted the continent's efforts to achieve the desired level of socio-economic growth. It has also adversely affected efforts to foster regional integration and ensure social inclusion. As progress is made, challenges to the development of the sector remain (e.g., rapid urbanization, slow regional integration, social inclusion requirements, low fiscal space for sustainable financing, and multimodal transport needs), while new development challenges are also emerging (e.g., clean transport and resilience to climate change).

[2] For instance, a World Bank report titled "Connecting to Compete 2018: Trade Logistics in the Global Economy" underscores the importance of efficient logistics and transport systems in reducing trade costs and enhancing global competitiveness.

[3] The European Investment Bank's report on "Investment in Transport Infrastructure for Connectivity" illustrates how transport infrastructure projects, such as the Trans-European Transport Networks (TEN-T), have been instrumental in opening up new markets for businesses across borders.

1.3. Context of the evaluation

Transport as a driver of development

According to the Infrastructure Consortium for Africa (ICA), transport represented 33% of total new financial commitments to African infrastructure in 2018.[4] An extensive and efficient transport infrastructure is essential for well-functioning economies and the development of regions and cities. Transport networks can help drive productivity and improve citizens' quality of life when designed effectively. However, inefficient transport systems can lead the prices of goods to skyrocket. A 2016 report by Cabinet Infhotep, for example, found that logistical costs are 4-6 times higher in Africa than in other developing economies, with transport costs being responsible for 30-40% of the price of imported products. This has a direct impact on the daily lives of people living on the continent.

According to the IMF, food prices in sub-Saharan Africa have risen by 24 percent from 2020-2022[5], leading to protests on the cost-of-living crisis across the continent particularly in countries like from Ghana to Kenya, Nigeria, Rwanda and South Africa. This is largely because the continent imports 85% of its food[6]. To address this issue, the AfDB aims to accelerate local agricultural production and trade. Transport infrastructure is a key part of these plans with the AfDB aiming to build and maintain feeder roads that connect agricultural hubs to population centres[7].

With the most rapid population growth in the world, Africa's population is projected to double from 1.3 billion in 2019 to 2.4 billion in 2050. The urban population is projected to increase from 40% of the total in 2015 to 56% in 2050, and two-thirds of this population is projected to live in small towns or intermediate cities (UN, 2018[8]; Minsat, 2018[9]). This presents a significant challenge for addressing the integration of informal settlements and providing housing and local food for the growing urban population as well as the physical and service infrastructure needs. At the same time, access to infrastructure services is limited, particularly in rural areas, and there are significant rural-urban disparities in access to transport, electricity, water, internet, and mobile services.

To meet Africa's demographic challenges and its development goals as outlined in the African Union's Agenda 2063, the current approach to transport infrastructure development will not be sufficient. As Africa's demographics continue to reshape its economic geography, new models for developing infrastructure development including transport are needed, particularly in the context of a newly established African Continental Free Trade Area (AfCFTA).

The OECD-ACET report on "Quality Infrastructure in 21st Century Africa" shows some of the essential routes to consider developing quality infrastructure (OECD & ACET, 2020)[10]. One of the first matters is the emphasis on "matching Africa's demographics and new rural and urban geography". This means better understanding the population changes and migration patterns taking place on the continent,

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[4] ICA. (2019). Infrastructure Financing Trends in Africa - 2018, The Infrastructure Consortium for Africa. https://www.icafrica.org/en/

[5] IMF. (2023). Cost Of Living Crisis | IMF Annual Report 2023. www.imf.org. https://www.imf.org/external/pubs/ft/ar/2023/in-focus/cost-of-living-crisis/

[6] UNCTAD. (2022, September 30). Revitalizing African agriculture: Time for bold action. UNCTAD. https://unctad.org/news/blog-revitalizing-african-agriculture-time-bold-action

[7] African Development Bank Group. (2023). Annual Development Effectiveness Review 2023. https://www.afdb.org/en/documents/annual-development-effectiveness-review-2023

[8] UN (2018), World Urbanization Prospects, https://population.un.org/wup/Publications/Files/WUP2018-Highlights.pdf

[9] Minsat, A. (2018), "Small and Intermediary Cities Will Make of Break the Sustainable Development Goals in Africa", Urban Planning International vol.33, No.5. August 2018, http://dx.doi.org/10.22217/upi.2018.328

[10] The report Quality Infrastructure in 21st Century Africa jointly was prepared by the Organization for Economic Co-operation and Development (OECD) Development Centre (DEV) and the African Center for Economic Transformation (ACET);

requiring careful planning and management to ensure that the needs of all citizens and regions are met. As mobility between regions and countries is intensifying, “integrated regional corridors to shaping new economic landscapes and value chains” becomes crucial. There are many opportunities for governments and private sector actors to coordinate their efforts in the creation of new regional value chains. While public investment in infrastructure will remain essential, innovation including digital technologies are unlocking new locations and connectivity opportunities creating innovative ways to deliver essential services in Africa (World Bank/China Development Bank, 2017[11]).

In line with this, “New strategies and mindsets" are emerging to improve the quality and speed of infrastructure development in Africa in order to meet demographic and economic megatrends and address bottlenecks in the project cycle (Programme for Infrastructure Development in Africa [PIDA] 2021-30, Africa50). The focus of the second phase of PIDA, or PIDA-Priority Action Plan2 (PAP2) is on creating ecosystems, which include integrated economic corridors, global, regional and local value chains, and linkages between urban and rural economies.

The Global Center on Adaptation (GCA)’s “State and Trends in Adaptation Report 2021” highlights the importance of building resilient infrastructure to withstand the impacts of climate change and to avoid an “infrastructure trap” in which governments spend most of their limited funds repeatedly rebuilding the same failed structures and systems, leaving few resources to move towards a more resilient future. Investing in sustainable and resilient infrastructure requires a fundamental systemic transformation, including a revolution in the planning, design, financing, and delivery of infrastructure to meet the acute needs of warming Africa. The African Development Bank is already incorporating climate change into its financing streams, partnering with Canada in 2022 to create the Canada-African Development Bank Climate Fund (CACF), dedicated to climate mitigation (renewable energy, green infrastructure, sustainable transport) and adaptation (off-grid solar, climate-smart agriculture, nature-based solutions) projects.

Public investment, the primary source of finance for infrastructure development (OECD-ACET, 2020), will not be enough to meet the need for climate-resilient infrastructure, particularly when private investors roughly financed only 6% of infrastructure projects between 2015-17 (ICA, 2019). The investment gap can be addressed not only by mobilizing resources, but also by shifting away from carbon-intensive infrastructure projects. In this vein, the African Development, alongside other MDBs has pledged that as of 31 Dec 2023 all of its new investments are to be 100% aligned with the goals of the Paris Agreement.

African road infrastructure (covering national, rural, and urban Roads)

Road infrastructure plays a vital role in Africa's market-based economy, facilitating both passenger and freight movement. It represents the backbone of the transport sector, handling 80% to 90% of all transportation activities. .

Despite an extensive road network, the lack of maintenance and sufficient quality is hampering economic growth. The road network's expansion and improvement are essential, with ongoing efforts aimed at increasing the paved roads percentage and improve maintenance to support rural connectivity and overall economic development. Inadequate road maintenance is the main reason for the lack of sustainability of road transport networks in many countries. According to the Sustainable Development Goals Center for Africa, only 25 percent of Africa’s road network is paved compared to the world’s average of more than 50 percent. Moreover, only 49 percent of the paved roads are in good condition and 85 percent of rural feeder remain in poor conditions. This situation has limited development opportunities and connectivity, exacerbated economic disparities and ed, depriving

[11] Leapfrogging: The Key to Africa’s Development? https://hdl.handle.net/10986/28440

many people from access to basic services.[12] This scenario has lead to increased costs and reduced benefits. For example, a study in South Africa shows that a three-year delay in road maintenance results in a cost increase of six times the initial cost, and a five-year delay multiplies the cost by 18. This deficiency significantly impacts economic activities, especially the export of goods, and highlights the critical need for a robust and well-maintained road network to support growth and development.

Road safety is another significant concern, with Africa experiencing a disproportionate number of global road fatalities despite having a small percentage of the world's vehicle fleet. Addressing infrastructure inadequacies and enforcing traffic laws are crucial steps toward improving safety standards.

In landlocked Central African nations, transportation expenses account for around 45% of import value and about 35% of export value. [13] The lack of competitiveness among landlocked country traders can be partially explained by the lengthier timeframes involved in landlocked countries' trading through coastal areas to access ships. Building cross-border road corridors can give landlocked nations access to seaports and facilitate transportation communications between neighboring nations.

The future growth of Africa's road sector depends on addressing current challenges through comprehensive policy reforms. Expected outcomes include network expansion, stimulation of economic growth, and improvements in the quality of both urban and rural roads. Emphasizing maintenance over new construction and introducing reforms such as road funds and rule-based investment decisions are expected to improve network quality and expand paved roads, benefiting rural communities without dramatically increasing financing needs.

Investment in road infrastructure is rising, driven by initiatives such as the Programme for Infrastructure Development in Africa (PIDA) and national efforts to improve connectivity and reduce poverty. Major projects, such as Ethiopia's road network expansion and Senegal's toll highway construction, alongside regional efforts such as the Trans-Africa Highway, underscore the commitment to improving infrastructure to foster intra-African trade and bolster economic growth.

African waterways (covering sea and river) infrastructure

Africa's international trade is predominantly conducted by sea, with around 90% of its trade being seaborne. The United Nations Economic Commission for Africa (UNECA) forecasts a significant increase in maritime cargo, from 58 million to 132 million tons by 2030, spurred by the implementation of the African Continental Free Trade Area (AfCFTA). This growth will require significant investment in maritime infrastructure to meet the expected demand.

Despite the critical role of maritime trade, many African countries face challenges in developing efficient maritime services and port operations. Inefficiencies such as poor port management, limited connectivity, capacity constraints, and congestion are prevalent, with some ports even being used as storage facilities due to these operational shortcomings.

[12] SDGC/A. (2021). Africa 2030. SDGs within social boundaries leave no one behind. Summary report.

[13] Viljoen, W. (2023). Transportation costs and efficiency in west and central Africa. Tralac/AGOA Information, https://www.tralac.org/discussions/article/9364-transportation-costs-and-efficiency-in-west-and-central-africa.html

Coastal shipping (CS), which is critical for inter-African port connectivity, faces several obstacles, including limited capacity, high port tariffs, and low efficiency. These challenges, compounded by security concerns such as piracy and corruption, hinder the viability of CS for regional trade.

Rapid urbanization has led to increased congestion in port cities, affecting supply chains and logistics networks. Poor urban traffic conditions, such as in Dakar, undermine port performance, necessitating projects to improve access and throughput. In addition, African ports suffer from inefficient processes that contribute to delays and high costs in cargo delivery.

The development of maritime transport in Sub-Saharan Africa is hampered by high costs, attributed to regional trade imbalances, pending reforms, and low trade volumes. Efforts to improve logistics, such as the establishment of inland container depots and industrial areas, aim to reduce these costs and improve trade logistics.

Recent shifts towards public-private partnerships (PPPs) indicate a growing recognition of the need for substantial investment in maritime infrastructure. Key operators such as Bolloré (through its subsidiary Bolloré Ports) and Maersk play a significant role in the region, and the pandemic has highlighted the urgency of investment and reforms to address bottlenecks and improve port efficiency.

African rail infrastructure (covering national rail and urban rail)

African railways have a history dating back to the early 20th century, with European colonial powers building railway lines to support military operations and transport goods from large farming or mining operations (AfDB, 2015; Edward Kerbi et al. 2017). After independence, the railway networks were divided along national borders, leading to declining demand and a neglect of the systems. In the mid-1990s, with the support of international financial institutions, some sub-Saharan countries adopted Public-Private Partnership (PPP) approaches, but the results have been mixed. According to the African Development Bank's 2015 Report on Rail Infrastructure in Africa, however, "many countries railways are still struggling to transform themselves from subsidy dependent legacy companies to more efficient commercial undertakings." With regards to the PPP schemes, the Bank found "most concessions underestimated the amount of investment required" and were either terminated or "the terms had to be modified, resulting in major changes to their financial base." The report also found that competition between passenger rail with both freight rail for track use and road infrastructure for mode choice has proven fraught.

Outside factors are also playing a role. The search for minerals required by the energy transition has led to renewed outside interest in expanding freight rail on the continent. In October 2023, the US and EU announced support for the Zambia-Lobito railway connecting the Democratic Republic Congo, Zambia, and Angola, a project that would support the transport of copper, cobalt, and manganese. The African Development Bank is contributing $500 million to the project[14].

In regard to passenger rail, many of the recent successes have been built and financed by the Chinese government. This includes the Abuja-Kaduna and Lagos-Ibadan lines, Mombasa-Nairobi line, Addis Ababa-Djibouti line, Ethiopia and Djibouti, and Lobito-Luau railway.

African Development Bank financing has also played an essential role in expanding rail infrastructure on the continent. The AfDB has provided sustained support to Morocco's ONCF[15], which opened the

[14] African Development Bank joins global partners to raise financing for $1.6 bn multinational Lobito Transportation Corridor programme | African Development Bank Group (afdb.org)

[15] AfDB lends Morocco $112.3 million to improve the Tangier-Casablanca-Marrakech railway route | African Development Bank Group

first high-speed rail line in Africa in 2018 from Marrakech to Tangier. The AfDB also contributed $200 million USD to the Dakar TER that opened in 2022[16].

Regional member states are also taking the lead in developing their own public railway systems. In addition to Morocco, the AfDB points to successful public railway schemes in Botswana, and Zambia. In 2021, the AfDB inaugurated the Kazungula Bridge linking Botswana and Zambia over the Zambezi River through two car lanes and a single rail track[17]. Many regional blocs are currently designing new railway schemes to better connect the continent, particularly in light of the African Continental Free Trade Area (AfCFTA). In December 2023, African Development Bank approved funding to finance an electrified 282km SGR between Burundi and Tanzania[18].

To meet the demands of the AfCFTA, rail infrastructure is set to expand on the continent. A study conducted by experts from United Nations Economic Commission for Africa (UNECA's) Energy, Infrastructure and Services Division estimated that the African Continental Free Trade Area (AfCFTA) will require 97,614 wagons for bulk cargo and 20,668 wagons for container cargo by 2030 for railway mode.

African aviation

Africans account for 18% of the world's population but represented only 2.1% of air passengers in 2023. In 2019 the African continent is home to 352 commercial airports and 198 airlines; however the continent continues to rank last regarding IATA connectivity indicators[1]. Despite this, Africa's passenger traffic is expected to nearly double by 2035 to exceed 260 million passengers. Africa remains a weak link in global air cargo traffic, with only 2.15 million metric tons of cargo transiting through African airports in 2021, accounting for just 1.7% of global volume. Current challenges facing the aviation market in Africa include infrastructure constraints, high costs, lack of connectivity, regulatory impediments, skills shortages and the slow adoption of global standards. These challenges affect the customer experience and are all contributory factors to African airlines' viability and sustainability. These challenges have been further exacerbated by Covid-19 which had a damaging impact on the financial operations of airlines and the wider aviation sector globally.

The African aviation market has been underserved for a long time. Before 2020, only 9% of Africa's air traffic was between African countries, the rest being intercontinental. It is dominated by legacy carriers with little low-cost competition. The five largest African airlines accounted for 40% of capacity in 2022[19]. Among these, there are only three full-service carriers with continent-wide networks - Ethiopian Airlines, Kenya Airways and South African Airways, with Ethiopian Airways retaining a superior financial position to that of its peers who both have sought external financing to continue operations[20] [21]. Liberalization of the African Aviation market is underpinned by the Yamoussoukro Declaration (1999) and the Single African Air Transport Market with over 80% of the existing aviation market currently signed up. Despite liberalization efforts, however, only 9% of Africa's air traffic is between African countries. One of the main causes is fees and tax schemes that contribute to exceedingly high-ticket prices. Ethiopian Airlines has pioneered efforts to remove these barriers by

[16] The Dakar TER, an express train to development in Senegal | African Development Bank Group (afdb.org)
[17] Kazungula Bridge Project to expand regional integration and trade across southern Africa | African Development Bank Group (afdb.org)
[18] African Development Bank approves $696.41 million of financing for Burundi and Tanzania to build 650 kilometers of rail infrastructure to develop the Central Corridor network | African Development Bank Group (afdb.org)
[19] Grant, J. (2023). African Aviation – Another Crossroads | Aviation Market Analysis | OAG. Www.oag.com. https://www.oag.com/blog/african-aviation-another-crossroads
[20] Investors interested in Kenya Airways are being thrown off by its Sh187.74 billion($1.3 billion) debt | Business Insider Africa
[21] South African competition watchdog greenlights SAA's sale - ch-aviation

developing a strong intra-African network, a strong hub, and strategic partnerships with regional carriers. Due to its quick shift to cargo services, Ethiopia Airlines was one of the only airlines to remain profitable during the pandemic. Now with passenger flights starting to return from pandemic lows, Ethiopia announced a 20% earning increase to USD 6.1 billion for the 2022-2023 fiscal year[22]. The African Development Bank has supported Ethiopian Airlines growth, loaning the company USD 159 million in 2016 for its fleet modernization program[23].

Africa's airline industry has weathered turbulent times over the past three years, with Covid-related lockdowns, sharp falls in passenger traffic and, more recently, a sustained spike in the price of oil. The headwinds have not been without their casualties, with several of the continent's airlines requiring state-funded bailouts to stay in the air and some closing their doors for good. The sector is critical to the continent's growth ambitions: It contributes 2.7% to Africa's GDP, supports 6.2 million jobs, and carries nearly 100 million passengers annually (Ronak Gopaldas, 2022). Implementing AfCFTA would double the number of tonnes transported by air from 2.3 to 4.5 million.

The April 2023 issue of IATA's "Focus Africa" to Strengthen Aviation's Contribution to African Development reported that Africa accounts for 18% of the global population, but just 2.1% of air transport activities (combined cargo and passenger). The continent's carriers suffered cumulative losses of USD 3.5 billion for 2020-2022, and further losses of USD 213 million is estimated in 2023. Despite these challenges, IATA estimates Africa's passenger traffic to nearly double by 2035 to exceed 260 million passengers[24].

AfDB engagement in transport

The Bank has drafted several strategic documents to guide its investment and development work over the years. Relevant to transport, these are:

- ***Sustainable Transport Action Plan 2023-27 (2023):*** The plan provides an overview of the AfDB's investments in transport in addition to available funding mechanisms from other Development Finance Institutions (DFIs), Project Preparation Facilities (PPFs), and Climate Finance institutions. The plan includes a SWOT analysis of the Bank's current transportation portfolio and outlines objectives for Bank Interventions in all project phases (upstream, midstream, and downstream).
- ***African Development Bank Climate Change and Green Growth Strategic Framework (2023)*****:** The AfDB's first Climate Change and Green Growth Strategic Framework, aimed at operationalizing the Bank's commitment to "ensuring that 40% of its annual finance can be identified as climate finance using MDB's climate finance tracking methodologies."
  - ✓ Priority areas for climate adaptation include 1) Water, sanitation and hygiene, 2) Agriculture, forests & fisheries 3) Health 4) Human development 5) Disaster risk.
  - ✓ Priority areas for climate mitigation include 1) Agriculture, forests & fisheries 2) Energy 3) Transport 4) Urban infrastructure.
- ***Bank policy for Addressing Fragility 2022-2026 (2023)*****:** This Strategy sets out the African Development Bank Group's approach to addressing fragility by building more resilient institutions,

[22] https://www.reuters.com/business/aerospace-defense/ethiopian-airlines-earnings-jump-20-20222023-fiscal-year-2023-06-15/

[23] AfDB approves USD 159 million corporate loan to Ethiopian Airlines to finance expansion plan and fleet modernization program | مجموعة البنك الأفريقي للتنمية

[24] IATA. (2023). Focus Africa Media Briefing. https://www.iata.org/contentassets/898a4919cc0b463a9cbba1a79d61e742/focus-africa-presentation_final.pdf

economies, and societies in all its Regional Member Countries. Annex VI of the policy outlines regional fragility and possible entry points for the Bank.

- ***Second Continental Report on the Implementation of Agenda 2063 (2022):*** Agenda 2063 is African Union's development blueprint to achieve inclusive and sustainable socioeconomic development over a 50-year period. The First Ten-Year Implementation Plan of Agenda 2063, spanning 2014 to 2023, outlines a set of goals, priority areas and targets that the continent aims to achieve at national, regional and continental levels. This in an evaluation of progress towards the first ten-year plan. The 6 Aspirations are: 1) Inclusive Growth, 2) Integration, 3) Good Governance, 4) Peace, 5) Culture + Identity, 6) People Driven Development, 7) Global Influence.
- ***AfDB Sustainable Urban Development Action Plan (SUDAP) (2022):*** The document represents the AfDB's 2022 action plan on urbanization. The report finds that African cities have a lower percentage of urban land dedicated to streets, meaning that few roads are carrying the large majority of traffic, leading to congestion issues. Regarding the Bank's objectives of providing transport to different groups of beneficiaries, particularly women and youth, the report explains that "In sub-Saharan African cities, demand-responsive, privately-owned minibus taxis, sometimes referred to as 'paratransit,' are the predominant public transport mode.
- ***Programme for Infrastructure Development in Africa (PIDA) 2021-30 Action Plan (2020****):* PIDA is an African Union continent-wide infrastructure program launched in 2010 for the development of priority regional and continental infrastructure in transport, energy, trans-boundary water resources (TWR), and Information and Communications Technology (ICT). While the PIDA Priority Action Plan phase 1 (PIDA PAP1) aimed to fast-track the implementation of programmes and projects for regional integration during the period 2012-2020, the PIDA PAP2), covering the period 2021-30, includes projects that promote regional integration and industrialization. Towards the realization of the Agenda 2063. The Action Plan of PIDA PAP 2 aims to structure transport investments around an Integrated Corridor Approach in which "Integrated" means "inclusion of the cross-cutting elements of gender, climate, job creation, rural connectivity, economic and financial".
- ***The Bank Group Results Measurement Framework 2016-2025 (2017):*** the Bank's framework for measuring the results of its investments. The Bank is taking five major actions within the scope of the RMF 1) Measuring High Fives 2) Tracking with Development and Business Delivery Model (DBDM) 3) Tracking intermediate outcomes and project outputs using new methodology Development Impact Approach 4) Improving private sector contributions 5) Increase Bank attention to gender equality.
- **The High 5s for Transforming Africa (2015)**: elaborated in 2015 as a response to the SDGs, the Paris Agreement and, more specifically, the call sent by the global community to the Multilateral Development Banks (MDBs) to significantly increase the volume of their leveraging and crowding in financial resources - expressed in the UN Financing for Development conference (also in 2015). Hence the AfDB highlighted 5 priority areas to focus its investments on 1) Light up & power Africa, 2) Feed Africa, 3) Industrialize Africa, 4) Integrate Africa, 5) Improve the Quality of Life for the People in Africa (AfDB,2015).
- ***Rail Infrastructure in Africa Financing Policy Options (2015):*** AfDB document summarizing the current state of rail on the continent from its study of the railways of eight countries: Botswana, Cameroon, Kenya, Madagascar, Morocco, Senegal, Tanzania and Zambia.
- ***Transport in Africa: The African Development Bank Group's Intervention and Results for the Last Decade (2014):*** The most recent transport cluster evaluation completed by the Independent Development Evaluation (IDEV) arm of the African Development Bank. The report found that "assistance contributed to mobility and accessibility, but rarely to the expected level." The report also found that maintenance is often not considered in project inception, with maintenance often being neglected once the initial finance for construction runs out.

- ***Ten-Year Strategy (TYS) 2013-2022 "At the Center of Africa's Transformation":*** the ten-year AfDB strategy relies on a twofold objective of ensuring more inclusive and sustainable growth in Africa through the financial and operational support of five sectorial priorities: 1) Infrastructure development, 2) Regional economic integration, 3) Private sector development, 4) Governance and accountability and 5) Skills and technology (AfDB, 2013).
- ***Climate Change Action Plan I 2011-2015:*** the general goal of the CCAP is to support the Bank's Regional Member Countries (RMCs) to adapt to climate change and mitigate its effects while supporting the Bank's focus on infrastructure development and regional operations. It is organized around three pillars (Low Carbon Development, Climate Resilient Development and Funding Platform) to help African countries strengthen their capacity to respond to climate change while mobilizing resources from climate finance, the private sector and market mechanisms (AfDB, 2012a).
- ***Climate Change Action Plan II 2016-2020***: the CCAP II builds on lessons learned and recommendations from the CCAP I and it aligns with the "High 5s" Agenda and African Union Agenda 2063. The action plan activities are organized along four main pillars: adaptation and climate-resilient development; mitigation and low carbon development; financial resource mobilization; and enabling environments addressing cross-cutting issues, including policies and institutional reforms, capacity development, technology development and transfer, and creation of partnerships and networks. The CCAP2 intends to guide the AfDB in achieving the climate finance target (i.e., by 2020, 40% of the Bank's finance should be identified and reported as climate finance using the MDB Climate Finance Tracking methodologies) (AfDB, 2017b)***.***
- ***Bank Group Climate Risk Management and Adaptation Strategy (2009***) the specific objectives of this Strategy, to inform all Country Strategy Papers (CSP) and operations of the Bank are (A) to reduce vulnerability within the RMCs to climate variability and promote climate resilience in past and future Bank-financed development investments making them more effective and (B) to build capacity and knowledge within the RMCs to address the challenges of climate change and ensure sustainability through policy and regulatory reforms through the support of three main areas of intervention: (i) "Climate Proofing" Investments, (ii) Policy, Legal and Regulatory Reforms and (iii) Knowledge Generation and Capacity Building (AfDB, 2009).
- ***Medium-Term Strategy (2008-2012):*** this AfDB Strategy highlighted the necessity to give special attention to the cross-cutting theme of environment and climate change, through compliance of the Bank's investments to the Environmental Safeguards Policy and the Environmental and Social Impact Assessment (ESIA) to guarantee the mitigation of potential negative environmental impact from its investments.
- **Transport sector policy (1993)** defined the transport sector in Africa as including any means of movement of people and goods within and between member states, and between member states and points outside of Africa. It is classified according to five sub-sectors based on physical and economic characteristics. It classified the transport of freight and passengers according to five subsectors: 1) Roads 2) Railways 3) Water transport 4) Air transport and 5) Urban transport. The Sustainable Transport Action Plan 2023-27 (2023) provided at the top of this page is an update to this.

2. Purpose, objectives, and scope

2.1. Purpose and objectives

As per the evaluation Concept Note, the purpose of the transport sector evaluation is to generate evidence-based findings, draw broadly applicable lessons, and propose recommendations that could inform future strategic and operational directions for the AfDB's assistance in the transport sector, mainly the revision of the AfDB Transport Sector Directional Guide within the ongoing formulation of the AfDB's Ten-Year Strategy (TYS 2023-2032), thereby enhancing the Bank's effectiveness in supporting client countries to make credible progress towards the Sustainable Development Goals (SDG) target for transport.

In line with the approved work program, this evaluation will examine the AfDB's support for the transport sector over the period 2012–2023 and will assess its relevance, coherence, efficiency, effectiveness, and sustainability. The sector evaluation will be informed by two cluster evaluations which will provide in-depth knowledge of these subsectors: the first cluster evaluation of AfDB-funded road and port projects, was performed in 2021. The second cluster evaluation of rail and aviation projects will be performed as part of this study (See Annex 2).

2.2. Evaluation questions

We present below the Evaluation Questions (EQs) for both evaluations. Note that evaluation questions are tentative and subject to refinement after internal and external stakeholders' consultation processes.

The evaluation's overarching question is, "How well is the African Development Bank Group supporting Regional Member Countries (RMCs) to develop their transport sector to achieve development outcomes". The specific questions this evaluation sought to answer are as follows:

- **EQ1 Relevance**: To what extent do the Bank's interventions objectives and design respond to beneficiaries' global, country, and partner/institution needs, policies, and priorities and continue to do so if circumstances change?
- **EQ2 Coherence**: To what extent do other Bank interventions (particularly policies) support or undermine the Bank's interventions in the transport sector and vice versa? To what extent were synergies and interlinkages between the Bank's interventions in the transport sector and other Bank interventions optimized (integrated solutions)? And to what extent are the Bank's interventions in the transport sector complementary, harmonized and coordinated with other development partners' support to RMCs, adding value while avoiding duplication of effort?
- **EQ3 Effectiveness**: To what extent has the Bank been effective in achieving its objectives and results with regard to transport development across different groups of beneficiaries including women and youth? Which factors have enabled or hampered success?
- **EQ4 Efficiency**: To what extent are the Bank's interventions in the transport sector efficient (time and resource utilization) from both program and institutional perspectives?
- **EQ5 Sustainability**: To what extent are the net benefits of the Bank's support for the transport sector sustainable?
- **EQ6 Impact**: To what extent have the Bank's interventions generated or are expected to generate significant positive or negative, intended or unintended, higher-level effects (economic growth, regional integration, trade between countries, agricultural outcome through feeder roads, urban mobility, and climate change)?

2.3. Evaluation scope

The evaluation will cover the Bank's general transport portfolio and specifically the roads, rail, water, air, and urban sub-sectors with respect to investment loans and grants, guarantees, equity participations, technical assistance, analytical and advisory services[25] for the development of RMCs' transport sectors, as well as the Bank's support to major regional transport strategies and programs[26].

The 1993 AfDB transport policy defined the transport sector in Africa as including any means of movement of people and goods within and between member states, and between member states and points outside of Africa. It is classified according to five sub-sectors based on physical and economic characteristics[27], which generally correspond to the primary modes of moving passengers and freight and include:

- Roads (road network, road vehicles, and road transportation services).
- Railways (infrastructure, rolling stock and equipment, passengers, and freight transport services).
- Water Transport (infrastructure associated with ports, inland waterways and multi-modal transport, and commercial shipping and passenger transport services offered in conjunction with these facilities).
- Air transport (airport infrastructure, aeronautical services, aircraft, and air transport services).
- Urban Transport (public transport and urban road infrastructure, road vehicles, including intermediate transport, and passenger and freight transport services).

[25] knowledge, policy dialogues, economic and sector work

[26] The Bank's support to regional road programs/projects such as the African highway initiatives including the following: Cairo-Dakar regional highway; Algiers-Lagos (trans-Saharan) highway; Dakar-Lagos highway; Dakar-Ndjamena (Trans-Sahelian) highway; Lagos-Mombasa highway; Cairo-Gaborone highway; Tripoli-Windhoek highway; etc.

[27] Transport Sector Policy - African Development Bank. https://www.afdb.org/sites/default/files/documents/policy-documents/18-_en-_transport-policy.pdf

3. Transport sector theory of change

In order to achieve a common understanding of the AfDB's objectives in the transport sector, we have established a theory of change for the transport sector which is presented below. This theory of change has been drafted using a logic mapping, which is intended to provide a simplified, step-by-step and visual way to represent the AfDB's intervention in the African transport sector. It sets out as a logical chain running from inputs and activities to outputs and outcomes, as well as presenting causal chains. This chapter sets out the Theory of Change for the Sector Evaluation. A related Theory of Change focusing on the Cluster Evaluation is set out in Annex 4.

The theory of change has been drafted by looking at the AfDB's strategic and operational documentation, at other IFI transport evaluation practices and by consulting with the Bank's staff. It is articulated across the following components:

Situation statement (the most critical constraints in the transport sector in Africa that justify the intervention of the Bank). Key issues captured in this section pertain to:

- Inadequate Public and Private investment in transport: Insufficient financial support from both public and private sectors has impeded the development of transport projects, extending beyond just infrastructure. Regional Member Countries (RMCs) face challenges in securing the necessary funds for the construction and maintenance of key transport projects, hindering overall progress.
- Insufficient Infrastructure, particularly lacking climate resilient aspects: There is a lack of existing infrastructure, particularly those incorporating climate-resilient and sustainable elements. This deficiency reduces the region's ability to withstand environmental challenges and compromises the long-term sustainability of transportation projects.
- Limited Intra-African trade and inefficient logistics impacting economic growth: The shortage of intra-African trade, coupled with inefficient logistics systems, acts as a barrier to economic growth and undermines the potential for economic development within the region.
- Inadequate maintenance and weak project governance, management, and technical transport operational skills: Inadequate maintenance of existing infrastructure, coupled with deficiencies in project governance, management, and technical transport operational skills, combine to result in short lifespans for transport projects which are delivered. Strengthening these aspects is required for the successful execution and sustainability of transportation initiatives.
- Unsafe transport: The current state of transport safety does need to be addressed. Unsafe transportation poses risks to both passengers and cargo, necessitating comprehensive measures to enhance safety protocols and infrastructure as well as increasing associated costs (insurance, reduced appetite to travel in the region by passengers and cargo businesses).
- Limited transport accessibility for women: Women face challenges in accessing transportation facilities, limiting their opportunities. Addressing this gender disparity in transport accessibility is vital for promoting inclusivity and equal participation in economic and social activities.
- High transport costs due to poor connections, logistics, aging equipment, inadequate management skills, and a scarce skilled workforce: Higher transport costs are resulting from a combination of factors, including poor connections, logistical inefficiencies, aging equipment, insufficient management skills, and a shortage of skilled workforce. Addressing these issues is essential to reduce costs, enhance efficiency, and foster sustainable growth in the transport sector.

Inputs (the financial, human, organizational and institutional resources mobilized by the AfDB to support its transport projects). The inputs can be broken down into two aspects – Lending and Non-Lending Support. These are explained further below.

- ***Lending Support***
  - Funding the Transport Sector:
    - Sovereign Loans: Financial support provided by the Bank to Governments, involving the borrowing country's commitment to repay.
    - Non-sovereign Loans: Financial assistance extended to entities other than governments, such as private businesses or public-private partnerships, for transport projects.
    - Grants: Funds provided by the Bank without the expectation of repayment, supporting transport initiatives without imposing a financial burden.
    - Equity Investment: Ownership interest in a transport project, entitling the investor to a share of profits and losses.
    - Blend Finance: A combination of various financial instruments, including loans, grants, and equity, to support a comprehensive approach to funding transport projects.
  - Cofinancing & Leverage:
    - Strategies involving collaborative funding efforts with multiple partners to maximise financial resources and leverage external investments for the transport sector.
- ***Non-Lending Support***
  - Technical Assistance & Capacity Development (includes a significant amount of Economic and Sector work (ESW)) completed by the Bank: diagnostic, analytical, and feasibility studies and reports):
    - Technical Assistance: Providing expertise, knowledge, and skills to enhance the technical aspects of transport projects.
    - Capacity Development: Strengthening the skills and capabilities of individuals and institutions involved in the transport sector to improve project execution and management.
  - Advisory Support & Policy Dialogue:
    - Advisory Support: Offering expert guidance and recommendations to aid decision-making in the development and implementation of transport policies and projects.
    - Policy Dialogue: Engaging in discussions with stakeholders to facilitate the exchange of ideas and perspectives, contributing to informed policymaking in the transport sector.
    - Coordination & Partnership: Promoting effective collaboration and coordination among various stakeholders involved in the transport sector to ensure a streamlined and cohesive approach to project implementation.
- ***Knowledge Management & Analytical Work:***
  - Knowledge Management: Gathering, sharing, and applying knowledge to enhance the understanding and implementation of best practices in the transport sector.
  - Analytical Work: Conducting thorough analysis and research to inform decision-making processes and improve the overall effectiveness of transport initiatives. Transport diagnostics:

Include investigative studies from 2012 to 2022 and wider sector dialogue in Tanzania, Zambia, Ghana, Sierra Leone, Mauritius, Ethiopia, Mali and the regions.

- ESW: Co-led by the AfDB after previously being led by WB. This includes transport sector and mode reforms including: Road Safety audit and analysis, Aviation safety, Port PPP, Railway concessions systems, Road corridor reports, Social impact on road project reports, Urban mobility reports and Telecommunications Industry Association (TIA) standard, The African Development Bank Transport Forum (ATF) 2015 in Abuja, Full membership of The Africa Transport Policy Program (SSATP): Development Plan 2 (DP2) and 3 (DP3), 2010 to 2020.

Outputs (the immediate results expected from the inputs and activity undertaken by the Bank). These immediate outputs are given in detail within the Evaluation Matrix within this document, but are separated into Infrastructure, Capital Equipment, and Soft Investment Categories.

Direct outcomes (the immediate resulting effects of the delivered projects on the local area and region). These direct outcomes resulting from project outputs include Better domestic and international connectivity of goods and people, Improved transport efficiency & safety, Improved and more efficient logistics systems, Enhanced institutional capacity, and Improved accessibility to public services. The detailed metrics which will be used to measure these are also listed in the Evaluation Matrix within this document.

Intermediate outcomes (effects on the broader region, sector, economy, and demographics). These are more long-term anticipated effects which result from the direct outcomes described above. They include Greater regional integration, Improved Competitiveness, Improved employment including youth and women, Improved export and productivity of agricultural produce, and Improved access to socioeconomic services.

Long-term outcomes (broad end objectives of the portfolio of transport projects). These long-term outcomes sit under Inclusive Growth and Green Growth.

Some assumptions underlying the Theory of Change are shown in the table below.

Table 1: Sector theory of change assumptions

For the overall AfDB's Support for the Transport Sector	For Inputs to lead to Outputs	For Outputs to lead to Direct Outcomes	For Direct Outcomes to lead to Intermediate Outcomes	For Intermediate Outcomes to lead to Long-term Outcomes
The project outcomes align with the objectives of the AfDB	Projects are delivered to budget and on time	Projects (especially infrastructure) are well maintained after the construction period	Key existing and integrated interventions do not fall into disrepair, are cancelled, or abandoned because of the AfDB project	The transport projects are additional in encouraging growth and other key priorities and does not just replace future RMC or organization funding which would otherwise be used
The AfDB has the relationships with RMCs enabling them access to deliver projects within Africa	AfDB's investments in transport in an RMC are channeled into the most appropriate projects	Use of the project is costed at a level which ensures its viability and allows local populations access	Countries set aside adequate funds for O&M and improve procurement of maintenance services	Countries apply trade agreements
AfDB is the organization best placed to deliver the transport projects and has the funding available	The scope and purpose of the projects are clearly defined at inception and all parties are aware and agree with the end goal	Sufficient staff are appropriately trained in using the infrastructure or equipment	Businesses and individuals are aware of the benefits and costs of using the new project and how it can be used alongside other existing interventions	
	Changes made to projects are made to counteract or take advantage of changes to context or strategy	The demand for the project is as anticipated at the inception stage	Better access encourages project use by women and youth	
	Risks are well managed and mitigated	Project designs are appropriate (and conscious of safety, time saving, gender, and sanitation issues)	Countries recruit and deploy skilled people for operating the infrastructure	
	The projects are accurately costed with sufficient provision for optimism bias/overspend	Countries provide the necessary funds, equipment, authorizations	Local populations safely use the road and help to maintain all delivered infrastructures in good conditions	
	The project delivery workers (for infrastructure this would be construction workers) have the skillsets and expertise to deliver	Countries fulfil conditions for disbursement in a timely manner		

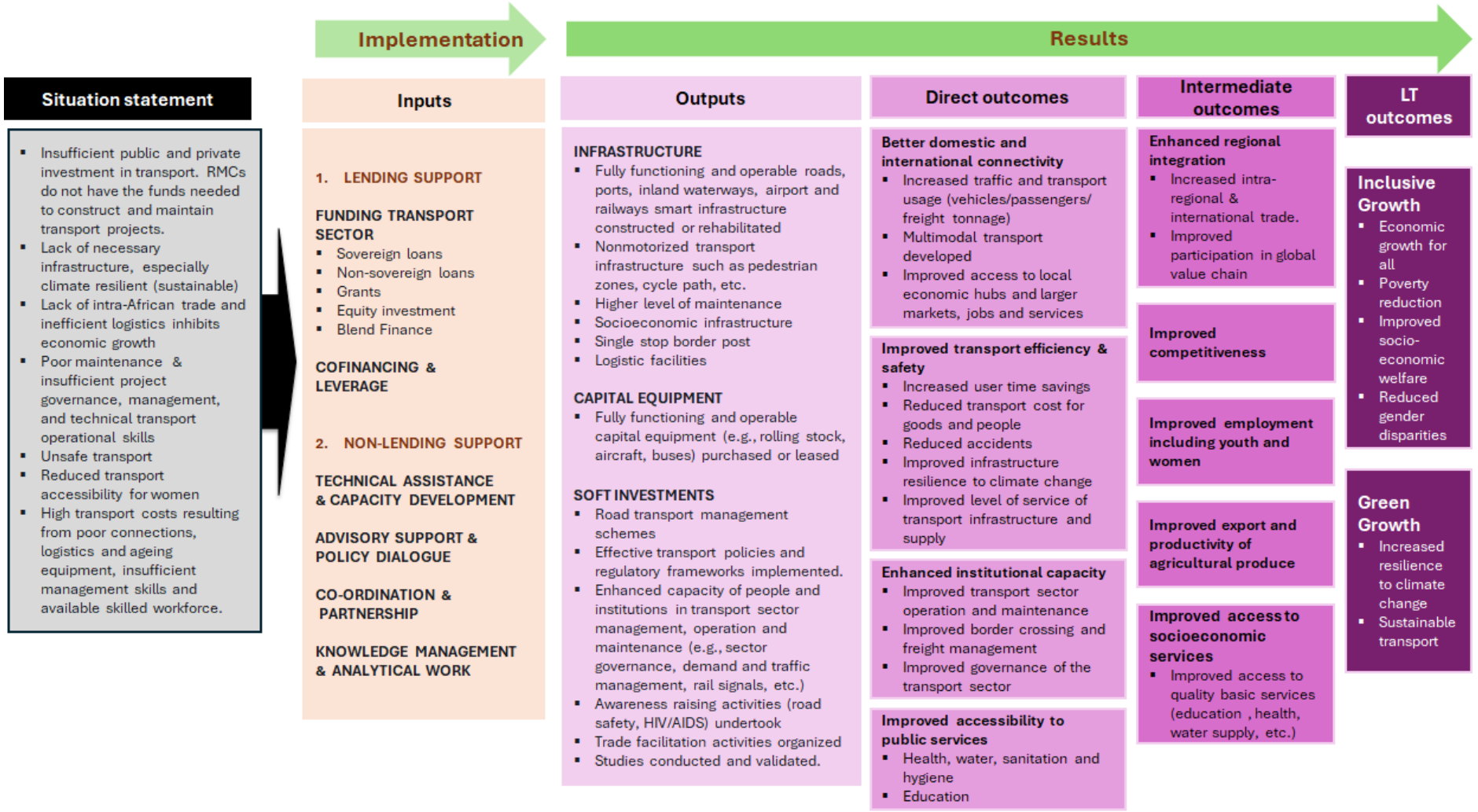
Source: Steer

In summary, the narrative of the Theory of Change at this stage appears to be:

- The ToC outlines how the AfDB Transport Sector strategy aims to address critical constraints in Africa's transport sector, justifying the intervention of the Bank. Key issues include inadequate public and private investment, insufficient infrastructure with a focus on climate resilience, limited intra-African trade, deficient maintenance, unsafe transport conditions, restricted accessibility for women, and high transport costs. These challenges impact economic growth, safety, and inclusivity.
- The Bank's inputs encompass both lending and non-lending support. Lending involves sovereign loans, non-sovereign loans, grants, equity investment, and blend finance, aiming to fund transport projects. Co-financing and leverage strategies enhance financial resources through collaboration. Non-lending support focuses on technical assistance, capacity development, advisory support, policy dialogue, coordination, partnership, knowledge management, and analytical work.
- Outputs, immediate results from inputs and activities, include infrastructure built or rehabilitated, capital equipment delivered, and soft investments in the sector. Direct outcomes involve improved connectivity, transport efficiency, safety, institutional capacity, and accessibility to public services. Intermediate outcomes anticipate greater regional integration, competitiveness, employment, enhanced productivity, and access to socioeconomic services. Long-term outcomes align with inclusive growth and green growth objectives. The document includes an evaluation matrix detailing metrics for measuring success in each category.

The diagram (Figure 1) on the following page sets out the Theory of Change for the Sector Evaluation.

Figure 1: Theory of change for the transport sector evaluation



Source: IDEV and Steer

4. AfDB's portfolio review in Transport Sector

This section presents an overview of the AfDB's investments in the transport sector made between 2012 and 2023. The review highlights the trends, spatial distribution and instruments associated with the AfDB's funding, while also addressing the nature and completion status of the projects themselves.

The objectives of the portfolio review are threefold: 1) to provide an overview of the trends in the AfDB's approvals for transport interventions; 2) to further guide the evaluation in the development of the inputs, activities and outputs components of the logic models for roads, ports, rail and air transport interventions; 3) to answer the evaluation questions related to enabling factors, in particular efficiency.

The review covers both investment projects and enabling environment interventions, including institutional support and technical assistance. All these projects go through the various forms of transport subsectors. The table below provides a description of the three main types of projects under consideration in this transport sector portfolio review.

Table 2: Types of transport projects financed by the AfDB under the portfolio review

Nature	Description
Infrastructure investment projects	This relates to all physical transport infrastructure interventions, whether greenfield or brownfield.
Enabling environment projects	This regards the Bank Group's institutional support and technical assistance in the transport sector. It includes advisory and capacity-building services, project management and coordination
Others (Studies)	This includes all feasibility studies, preparatory studies, impact studies and knowledge products financed either by the Bank's traditional financing sources or by one of its special funds related to the transport sector.

Source: Adapted from IDEV (2019)

The information used in this portfolio analysis combines data from two sources:

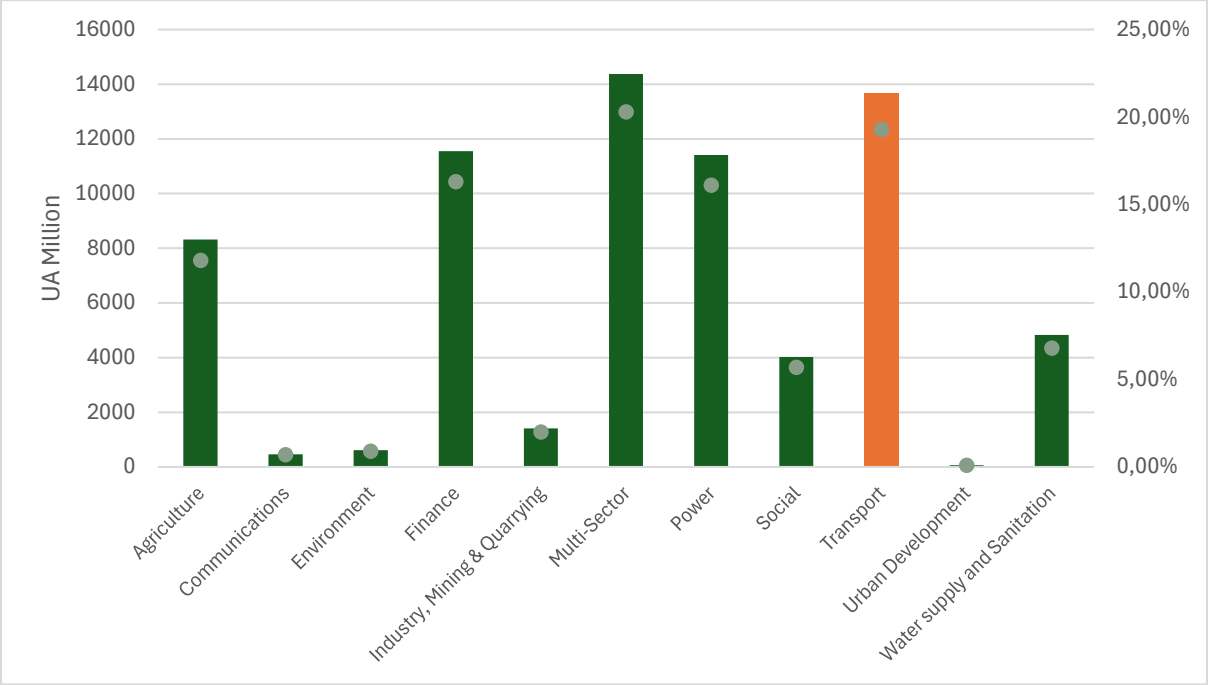
- The Bank's Systems, Applications and Products (SAP) system was used to extract a dataset covering all transport sector projects approved during the period of interest.
- Various Bank databases including its projects portal, DARMS and NSO were used to collect project documents, including appraisal and completion reports, which contained information related to the projects' development objectives, beneficiaries and economic performance.

4.1. Transport sector portfolio trends

Owing to unmet demand for adequate transport services on the continent and the sector's ability to foster inclusive economic transformation, facilitate local- and regional trade and alleviate poverty, the transport sector represents a common strategic focal area across the AfDB's Regional Member Countries (RMCs). As such, the transport sector is a key strategic priority of the Bank. This is evidenced by the commitment of a significant share of the Bank's resources to investments in greenfield- and brownfield infrastructure projects, as well as institutional support and technical assistance across the continent. In 2018, the African Development Bank was the second largest financer of the sector on the continent, behind only China.

Between 2012 and 2023, UA 13.7 billion in net funding was pledged to 258 transport projects, representing an increase of more than 107.6% in funding value from the previous decade. While fewer transport projects were funded than *multi-sector* (454), *agriculture* (395) and *power* (299) projects, transport represented the second largest portfolio in the Bank's total commitments by value—in part due to the capital-intensive nature of large-scale transport investments—constituting 19.3% of total net funding within the period and second only to the multi-sector portfolio (20.3%).

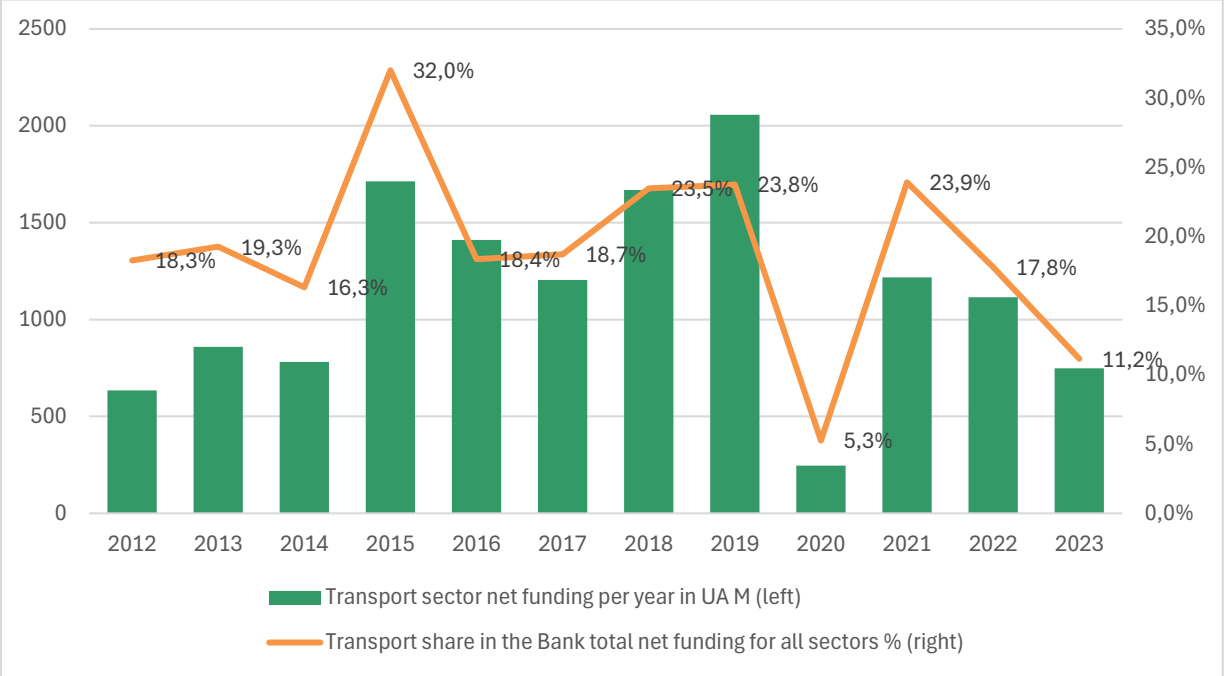
Figure 2: Net funding by sector (2012-2023)



Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

During the same period, funding received for transport projects varied considerably between years, both by value and by proportion relative to the Bank's wider portfolio. A notable increase in transport funding was seen in 2015—brought about by the Bank Group's decision to place greater emphasis on infrastructure operations as part of its Ten-Year Strategy (TYS). Within the period, pledged transport finance peaked in 2019 at a total value of UA 2.06 billion. This was followed by the transport portfolio's most notable funding trough (to UA 246 million) due to the outbreak of COVID-19, which necessitated project restructuring and a reallocation of resources to meet more urgent needs. While a large degree of recovery has since been realized, funding levels remained below the average annual volumes observed between 2015 and 2019.

Figure 3: Trends in transport sector project funding (2012-2023)



Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

The Bank's investments in the transport sector were densely concentrated in sovereign operations. With a total value of UA 11.6 billion, funding for the transport projects of state-guaranteed operations represented 85.2% of the Bank's total transport-related pledges—below the 91% pledged to the public sector in the preceding analysis period.

4.2. Regional distribution

The Bank's involvement in the transport sector spanned across 44 of its 54 RMCs between 2012 and 2023. When viewed from a regional perspective, projects based in East Africa were pledged 30.6% of all transport-sector funding—the largest amount among the continent's regions and equivalent to UA 4.18 billion. Within the region, Tanzania, Kenya and Uganda received the largest amount of support, accounting for 33.7%, 26.0% and 23.7% of the region's total financing respectively. In West Africa, which followed East Africa as the second largest regional recipient, Senegal, Côte d'Ivoire and Ghana received the largest pledge value—sharing over 59% of the region's total funding almost equally. Within Central Africa, Cameroon accounted for the large majority of financing, receiving 53.1% of total regional funding. In Southern Africa, South Africa, Namibia Madagascar, and Zambia were the most notable recipients—receiving over 68.9% of the region's total financing. North Africa was the only region to receive below UA 1 billion in financing over the analysis period and, of this, projects in Tunisia and Morocco constituted 84.9% of regional financing flows. The Bank's commitment to regional integration is reflected in its commitment of almost UA 1.9 billion in financing for 114 multi-region project operations.

Table 3: Regional distribution of funding

Region	Total value of net funding (UA million)	Share of total net funding (%)	Number of project operation	Largest regional recipient of funding (by value)
Central	1,805	13.2	40	Cameroon
East	4,182	30.6	83	Tanzania
North	950	7.0	138	Morocco
Southern	1,677	12.3	17	South Africa
West	3,151	23.1	42	Senegal
Multi-region	1,894	13.9	114	N/A
Total	**13,658**	**100.0**	434	**N/A**

Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

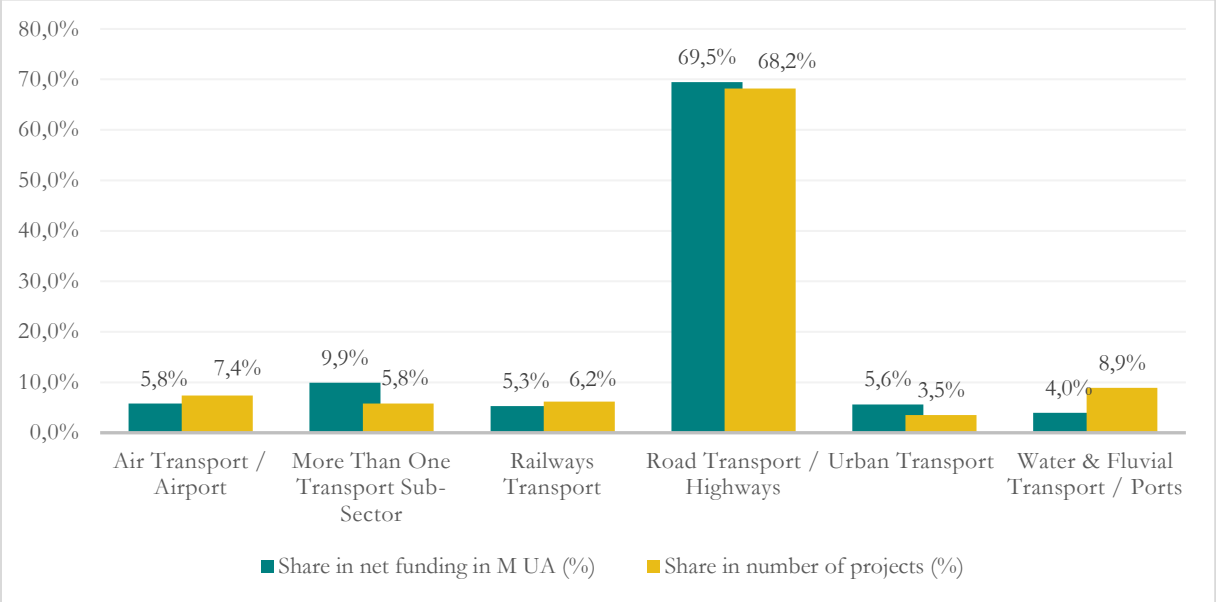
The AfDB categorizes its member states into three groups based on their respective income level, namely Low-Income Countries (LICs), Lower Middle-Income Countries (LMICs) and Upper Middle-Income Countries (UMICs). LICS, LMICs and UMIs received 27.4%, 49.8% and 7.4% of funding respectively, while the remaining 15.5% was allocated to multi-country projects.

4.3. Transport sector support by transport mode

Investments in road infrastructure formed the bulk of the Bank's financial pledges between 2012 and 2023, by both value and project tally. During this period, UA 9.49 billion was pledged to road projects—equivalent to just over three quarters of all transport-sector funding and a per-project average of UA 53.92 million. Of this, slightly under two thirds was allocated to infrastructure investment.

Although the air- and rail transport subsectors were allocated notably less funding than the road subsector during the same period, further investment in these areas is expected to be needed over time as part of the Bank's integration ambitions for the continent.

Figure 4: Sub-sectoral composition of funding and projects



Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

4.4. Project status

The Bank's transport projects were, as expected, in various stages of completion at the time of the review. Of the 258 projects, 152 projects representing 72.7% of the total funding allocated to the transport sector were still underway. While a high proportion of ongoing works was observed across the subsectors, air transport had the highest share, with 76.5% of the subsector's projects still underway. Conversely, the railways subsector had the highest completion rate at the end of the analysis period, with over 40% of projects having reached fulfilment. Approved projects contributed a further 5.1% to the sector's total funding, with almost all of this attributed to road projects. A small number of a road-, air transport- and urban transport projects, constituting 1.4% of all pledged funds, were abandoned or terminated during the analysis period.

Figure 5: Completion status by sub-sector



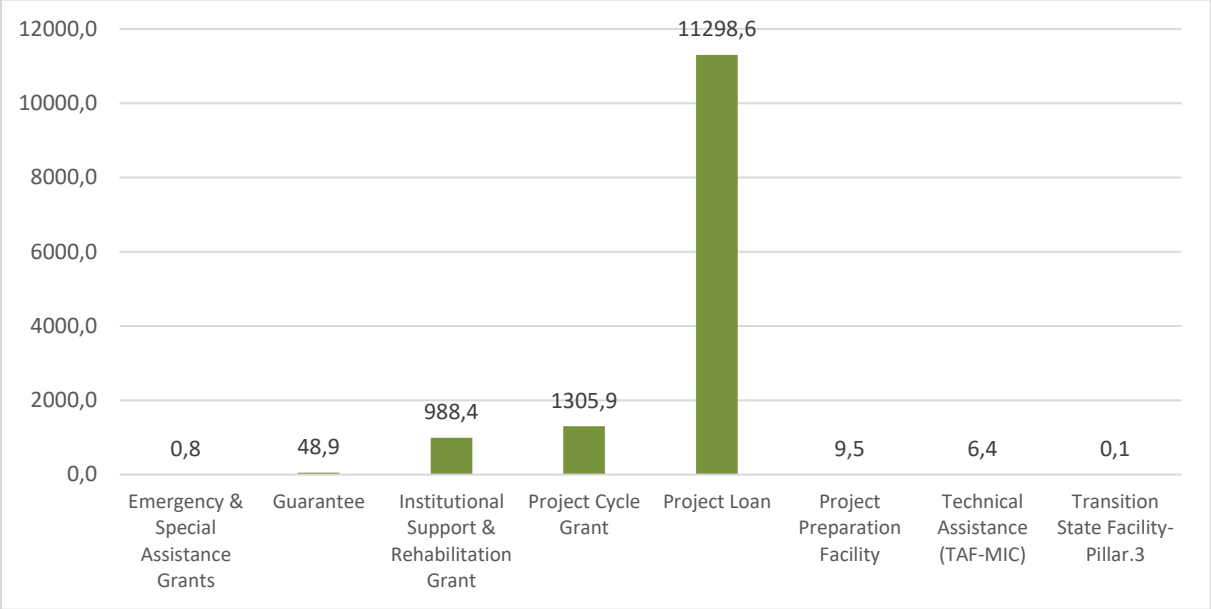
Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

4.5. Financial Instruments

The African Development Bank Group provides financing through a number of channels, with the two largest being the African Development Bank (ADB) and the African Development Fund (ADF) lending windows. AfDB funds its operations through borrowing from global capital markets, allowing the organization to offer non-concessional loans, while the Group administers concessional loans and grants from the ADF—funded by both donor countries and the Bank. In the reviewed period, the ADB lending window accounted for almost half of the total funding pledged by the Bank to the transport sector, amounting to UA 7.3 billion. The ADF was the second largest source of funding, accounting for over UA 5.1 billion. While funding linked to the ADB exceeded that sourced from the ADF, the ADF's funding covered 147 projects compared to the ADB's 94—implying an average net funding per project ratio of approximately 1:2 between the sources. Other sources of funding, including the Nigeria Trust Fund (NTF)—a special fund administered by the Bank with funding from the Federal Republic of Nigeria—made up the remaining 9.2% of the Bank's net financing for projects within the transport sector.

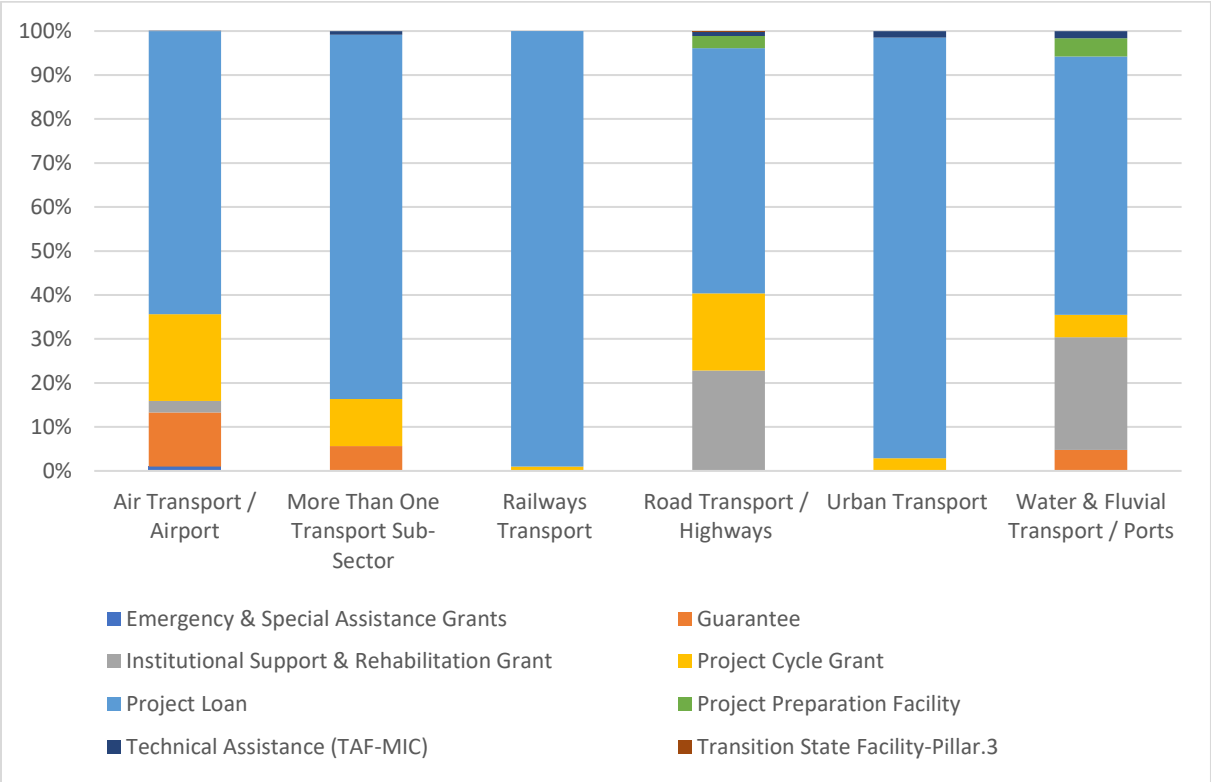
Valued at approximately UA 11.3 billion, Project Loans (PLs) represented the Bank's most prominent financial instrument. Other notable instruments included Project Cycle Grants (PCGs) and Institutional Support & Rehabilitation Grants (ISRGs), valued at approximated UA 1.3 billion and UA 988 million respectively. The average value of the PLs granted exceeded that of PCGs and ISRGs by factors of 4.33 and 2.92 respectively. The remainder of the AfDB's support came in the form of Guarantees, Project Preparation Facility, Technical Assistance (Middle Income Fund), Emergency & Special Assistance Grants and TSF-Pillar.3. Considering that PLs represented the transport portfolio's most prominent instrument by a large margin, it is not unexpected that the majority of funding received for each sub-sector was linked to this type of instrument as highlighted in Figure 7: Composition of funding per transport sub-sector (2012-2023).

Figure 6: Total transport sector funding volume by instrument (2012-2023)



Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

Figure 7: Composition of funding per transport sub-sector (2012-2023)



Source: Calculated by IDEV, based on Bank internal databases (as of November 19, 2024)

Given that road transport received the large majority of funding during the period of interest, it is not surprising that this subsector received the bulk of funding from each of the main instruments. It is, however, worth noting that, while the road subsector received close to 89.8% of the ADF's net funding, it received less than 51.8% of that of the AfDB, indicating a greater degree of diversity across subsectors within this window.

Based on the value of capital granted as a proportion of the total amount requested, the Bank has strongly supported its RMCs' financing needs within the transport sector. On average, 90.4% of all funding requests (by value) across the sector were approved.

Although the large majority of financing requests were ultimately approved, the AfDB's support represented less than one quarter of total project costs—a decline from the preceding period that may be indicative of growing receptivity towards inter-institutional cooperation and co-financing arrangements within the Bank. One such example of co-financing was the *Ethiopia – Integrated Transport Program – Phase 1 (Jima-Chida and Sodo-Sawla Road Upgrading Project)*, which involved the AfDB and JICA/ACFA[28] each contributing 35.2% of total project costs and additional contributions of 27.6% and 2.1% from the Ethiopian Government and the Nordic Development Fund respectively. A large degree of heterogeneity did, however, exist in the Bank's share in financing across projects. For example, the AfDB's assistance for the Abidjan Urban Transport Project in Côte d'Ivoire and the Namagumba Budaduri-Naluguga Road Upgrading Project in Uganda amounted to 73.7% and 91.3% of total project costs respectively—both considerably above the sectoral average and that of the co-financed upgrade described above.

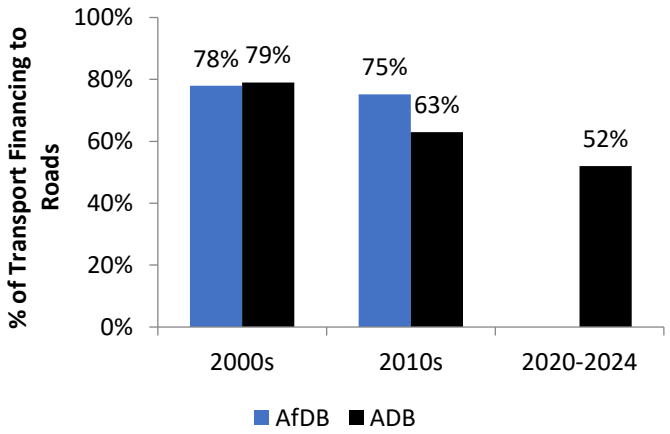
4.6. AfDB operations compared to other partners operating in Africa and some funding mechanism differences

The following section examines the operations conducted by AfDB compared to other Multi-lateral Development Banks (MDBs) by transport mode; the content provided below has been taken from Steer's literature review, attached in Annex 2.

ROADS

Although AfDB continues to finance roads at high levels, other multilateral development banks such as the Asian Development Bank (ADB) have slowly decreased financing of road building, nearly doubling finance for urban transit in its latest budget (2020-2024), while decreasing financing for roads to 52%[29].

Figure 8: Road Financing AfDB vs ADB



Source: Asian Development Bank (2023), Steer

[28] The Accelerated Co-financing Facility for Africa (ACFA) is a co-financing arrangement between the ADB and the Japan International Cooperation Agency (JICA).

[29] Bank, A. D. (2023). Strategy 2030 Transport Sector Directional Guide. In www.adb.org. Asian Development Bank. https://www.adb.org/documents/strategy-2030-transport-sector-directional-guide

In Africa, despite these high levels of funding for road construction, only 43% percent of roads in Africa are paved, with South Africa making up 30%[30]. According to AfDB, "the failure to provide adequate road maintenance is the main reason for the lack of sustainability of road transport in many countries[31]." While it is often possible to secure funding for road construction, it is often difficult to guarantee such funding for long-term operation and maintenance. Concessioning can provide a solution by ensuring private road maintenance, concession arrangements can prove fraught due to changes in revenue expectations.

At the multilateral development bank level, road funders have traditionally granted sovereign loans to local governments who in turn contract out road construction, operation, and maintenance to private companies. An example of this is the African Development Bank (AfDB) and Islamic Development Bank (IsDB) financed Niger section of the Trans-Sahara Highway (between Algiers and Lagos)[32]. The MDBs provided funding to the governments of Algeria, Niger, and Chad. those governments provided a portion of their own funding, and then contracted out construction services to Algerian EPBTH[33] in Algeria and a Chinese CHEC[34] in Niger.

Chinese Banks (most notably the Export Import Bank and China Development Bank) have historically followed a similar sovereign debt policy, financing country infrastructure so heavily that China became the world's largest bilateral creditor in 2020, holding 57 percent of low-income countries' bilateral debt[35].

In 2022, China began to rein in its Belt and Road initiative as it became clear that countries could not afford to repay the loans they had contracted[36]. To increase return on investment, Chinese banks have turned to PPPs as a financing mechanism.

An example of this is the recently opened Nairobi Expressway. For this project, the China Road and Bridge Corporation built the expressway and then collects all toll revenue until its investment has been repaid, upon which it returns the highway to the Government of Kenya. This arrangement is an attractive option for the government, who receives a road for no up-front cost with no operation or maintenance obligations (China Road and Bridge Corporation operates and maintains the Expressway for 27 years). The expressway, however, has faced criticism for its destruction of 13,000 homes for the creation of a feeder road[37] and popular resentment for rises in toll fees to account for the devaluation of the Kenyan shilling[38].

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[30] Center for Global Development. (2023). Designing Roads for Africa's Future. Center for Global Development | Ideas to Action. https://www.cgdev.org/project/designing-roads-africas-future#:~:text=Yet%20Africa%20currently%20trails%20the

[31] African Development Bank Group. (2017c, July). Road Maintenance in Africa.

[32] African Development Bank Group. (2023d). Route transsaharienne : "La section nigérienne est quasi-achevée et offre de nouvelles opportunités économiques pour les populations."

[33] Routes du monde. (2014). Trans-Sahara Highway soon to connect Niger with Algeria. World Highways. https://www.worldhighways.com/news/trans-sahara-highway-soon-connect-niger-algeria

[34] Makichuk, D. (2019, November 12). China builds on the Trans-Saharan dream. Asia Times. https://asiatimes.com/2019/11/trans-saharan-highway-project-on-track/

[35] Kjeld van Wieringen, & Zajontz, T. (2023). From Loan-Financed to Privatised Infrastructure? Tracing China's Turn Towards Public–Private Partnerships in Africa. Journal of Current Chinese Affairs, 52(3), 434–463. https://doi.org/10.1177/18681026231188140

[36] Hasintha Abeyrathne, D. (2023). A Tale of 3 Nations: Debt Restructuring in Ghana, Zambia, and Sri Lanka. Thediplomat.com. https://thediplomat.com/2023/11/a-tale-of-3-nations-debt-restructuring-in-ghana-zambia-and-sri-lanka/

[37] Kjeld van Wieringen, & Zajontz, T. (2023). From Loan-Financed to Privatised Infrastructure? Tracing China's Turn Towards Public–Private Partnerships in Africa. Journal of Current Chinese Affairs, 52(3), 434–463. https://doi.org/10.1177/18681026231188140

[38] Kinyanjui, M. (2023, July 13). Damages to the Nairobi Expressway to cost over Ksh.700M- CS Murkomen. Citizen Digital. https://www.citizen.digital/news/damages-to-the-nairobi-expressway-to-cost-over-ksh700m-cs-murkomen-n323453

RAILWAYS

As previously outlined, major transport infrastructure over the past decade has been built using the sovereign-debt model. This is particularly true for rail. Many of the recent rail successes on the continent have been built and financed by the Chinese government. This includes the Abuja-Kaduna and Lagos-Ibadan lines, Mombasa-Nairobi line, Addis Ababa-Djibouti line, and Lobito-Luau railway[39]. All lines carry both freight and passenger traffic.

For each of these rail projects, the recipient country contracts a loan with a Chinese Bank that comprises around 70% of the project cost. The State treasury funds the rest of the project. Chinese companies are often responsible for the maintenance of the railway upon completion of the project.

In the case of the Benguela-Lobito-Luau corridor, used for transporting cobalt and copper from the DRC to Angola, the operation and maintenance concession was transferred to the Swiss company Transfigura in July 2023[40].

In the case of the Addis Ababa-Djibouti corridor, used to export meat, vegetables, and coffee from Ethiopia through the Port of Djibouti, the operation and maintenance service contract with the China Civil Engineering Construction Corporation (CCECC), China Railway Construction Corporation (CRCC) and China Railway Group Limited (CREC) ended in 2023 with the Ethio-Djibouti Standard Gauge Railway Company taking over in 2024 with advisory services from CREC[41].

Rail projects completed by Chinese companies are generally completed on-time in quick five-year time scales. The only delayed project in our sample was the Addis-Djibouti SGR that was completed one year behind schedule[42].

It should be noted, however, that although Chinese-funded rail projects are completed swiftly, some have experienced maintenance issues. Passengers on the Abuja-Kaduna railway, for example, have been stranded due to locomotive breakdowns. Since the CRRC Corporation often runs maintenance for Chinese-built rail projects, local authorities are often dependent on Chinese expertise to fix mechanical issues with the train[43].

As outlined below in Figure 9, major rail projects built by Chinese companies all involve a similar financial mechanism:

[39] Bouraima, M. B., Alimo, P. K., Agyeman, S., Sumo, P. D., Lartey-Young, G., Ehebrecht, D., & Qiu, Y. (2023). Africa's railway renaissance and sustainability: Current knowledge, challenges, and prospects. Journal of Transport Geography, 106, 103487. https://doi.org/10.1016/j.jtrangeo.2022.103487

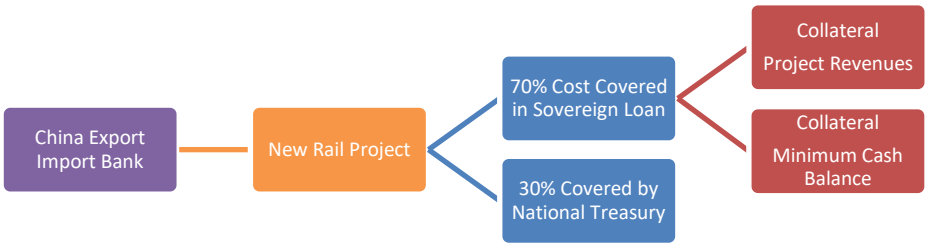
[40] Transfigura. (2023). Concession for railway services transferred to Lobito Atlantic Railway in Angola. Www.trafigura.com. https://www.trafigura.com/news-and-insights/press-releases/2023/concession-for-railway-services-transferred-to-lobito-atlantic-railway-in-angola/

[41] Freight News. (2023, September 28). Ethio-Djibouti railway line service contract to end. Freight News. https://www.freightnews.co.za/article/ethio-djibouti-railway-line-service-contract-end

[42] AidData. (2022). Addis Ababa–Djibouti Railway Project. China.aiddata.org. https://china.aiddata.org/projects/46183/

[43] Ibrahim, N. P., Idris. (2020, December 4). Abuja-Kaduna Rail: Chinese supplier blames "bad luck" for frequent locomotive breakdowns. Peoples Gazette Nigeria. https://gazettengr.com/abuja-kaduna-rail-chinese-supplier-blames-bad-luck-for-frequent-locomotive-breakdowns/

Figure 9: Chinese rail projects financial structure



Source: Steer elaboration

The increased role of China in financing infrastructure development has led development organizations such as the Organization for Economic Co-operation and Development (OECD) to examine the factors that lead African countries to prefer partnering with China as opposed to Western development banks. The 2020 OECD Report on 21st Century Infrastructure in Africa found that "China currently commits more infrastructure finance to Africa than all other external sources combined – second only to the African governments' own infrastructure financing" and that "for China, institutional development is an outcome rather than a starting point, and early infrastructure investment is necessary to leapfrog the development process[44]. By not requiring the many studies and institutional requirements of Western development partners, Chinese banks and construction companies are able to plan, build, construct and operate a rail project in less than five years. While this financial structure and timescale can create problems in construction, operation, and repayment as discussed, Chinese efficiency in project delivery has changed what countries thought was possible of a development partner, elevating the standards for Western funders.

WATER TRANSPORT

Contrary to rail, the trend in port infrastructure over the past decade has been concession agreements between African governments and multinational logistics companies. Since the French logistics company Bolloré Africa Logistics' takeover of the ports of Abidjan and Douala in 2004[45], Africa's ports have slowly drifted into the hands of the private sector. This change has come amidst World Bank encouragement for port privatization[46].

A country government can either contract out a portion of or all responsibility for operation of the port to a private port operator. If a country contracts out certain services to a private operator, the private operator is only responsible for completing those services and the government is still responsible for port operations. In contrast, if a government signs a concession agreement with a private operator, then the operator has the right to run the facility and earn revenue on port operation until the operator returns the asset to the government at the end of the contract.

[44] Organisation for Economic Co-operation and Development (OECD), & African Center for Economic Transformation. (2020). Quality Infrastructure in 21st Century Africa. https://web-archive.oecd.org/2020-07-10/558652-Africa-Quality-infrastructure-21st-century.pdf

[45] Caslin, O. (2013). Dossier transport maritime : les ports africains passent au privé - Jeune Afrique.com. JeuneAfrique.com. https://www.jeuneafrique.com/17879/economie-entreprises/dossier-transport-maritime-les-ports-africains-passent-au-priv/

[46] World Bank PPIAF. (2022). Port Reform Toolkit PPIAF, World Bank, 2nd Edition | Public private partnership. Ppp.worldbank.org. https://ppp.worldbank.org/public-private-partnership/library/port-reform-toolkit-ppiaf-world-bank-2nd-edition

In the Urban transit, recent investments have involved MDBs and local governments financing bus rapid transit (BRT) systems often through sovereign loans to the implementing sub-national governments. The World Bank loan for the Lagos BRT Lite was to the Government of Lagos State[47]. For the Cape Town[48] and Dar Es Salaam BRTs[49], the World Bank financed the project along with the Governments of Cape Town and Tanzania respectively.

Incorporating paratransit[50] into urban mobility finance packages

Instead of seeking to replace artisanal mobility, effective interventions from governments, the private sector and development partners have worked with existing artisanal transit providers and improved artisanal transport systems' efficiency.

The World Bank has now shifted its sustainability approach only supporting large urban public transit solutions (buses and trains) to also electrifying existing two-wheeler (moto) and three-wheeler (tuktuk) public transit options[51]. This pathway is more effective and cost-efficient.

4.7. Areas for potential improvement

While the large share of ongoing projects in the AfDB's transport portfolio described above is not necessarily surprising or inherently problematic, the slow rate of disbursement compared to projects in other sectors may make a case for strengthening performance of authorities and executing agencies in transport projects than in other parts of the AfDB's portfolio.

The theme of potential under-delivery related to timeliness in the transport sector is also suggested by an average of 1.3 delayed closing dates per project and more than 60% of all projects having their closing dates postponed. With 1.67 delays per railway project, on-time delivery seemed to be a particular issue for the subsector. These delays appear to have originated at different stages of projects and had a number of causes, including operational deficiencies, long procurement times and inertia within- and between organizations, and have been compounded by the effects of the COVID-19 pandemic. The delays have culminated in almost half of all projects receiving either *unsatisfactory* or *highly unsatisfactory* ratings for timeliness. It should be highlighted that the ADB has a project average length of 6.3 years.

Another apparent performance gap appears to stem from a misalignment between the transport projects financed and the objectives of the Bank. When rated in terms of their alignment with the Bank's strategies and its RMCs' objectives, 47.4% of projects were regarded as either *unsatisfactory* or *highly unsatisfactory*. Even among completed and closed projects, approximately one third received a unsatisfactory rating. Given the strategic importance of the transport sector to the Bank, these outcomes point to an area that demands attention.

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[47] World Bank Group. (2016). Project Performance Assessment Report Nigeria Lagos Urban Transport Project. https://documents1.worldbank.org/curated/en/410431469427889576/pdf/103068-ppa-P074963-PUBLIC-IEG-r-nigeria-0716.pdf

[48] Berg, N. (2010, May 10). The Infrastructural Benefit of South Africa's World Cup. Planetizen - Urban Planning News, Jobs, and Education. https://www.planetizen.com/node/44124

[49] United Republic of Tanzania. (2020, September 30). Dar es Salaam BRT - Important Things to Know. UnitedRepublicofTanzania.com. https://unitedrepublicoftanzania.com/featured/important-things-to-know-about-the-dar-es-salaam-brt-rapid-bus-transit-udart/

[50] "Informal" or "popular transportation" such as minibuses, taxis, three-wheelers and motorcycle taxis.

[51] World Bank. (2022, March 10). The electrification of two- and three-wheelers in the Sahel — four questions to understand (and guide) the transition. Blogs.worldbank.org. https://blogs.worldbank.org/transport/electrification-two-and-three-wheelers-sahel-four-questions-understand-and-guide

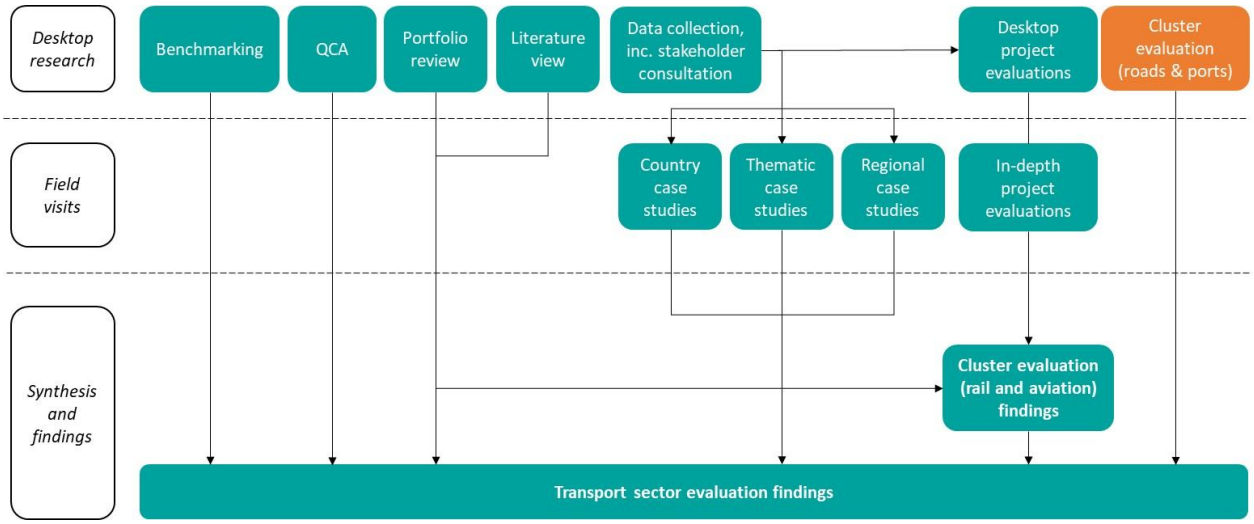
5. Evaluation approach and methodology

5.1. Overview of the evaluation approach

The methodological approach builds on the theories of change described in the Chapters above. The evaluation matrices are presented, including questions, sub-questions and indicators, in Annex 1.

The figure below explains the methodological tools that will be used for the two evaluations. As per terms of reference, a large variety of tools and technics will be used so that findings can be cross-checked and cover all aspects of the transport strategy of the Bank.

Figure 10: Approach to the cluster and sector evaluations



Source: Steer

We detail in the next sections the approach to each building block.

5.2. Literature review

The literature and policy review will be used to identify emerging trends and developments that have influenced the transport sector in Africa during the evaluation period. Emerging findings are available in Annex 2. The literature has review has already been used to inform the choice of thematic analysis.

5.3. Portfolio review

The portfolio analysis was already conducted by IDEV. It examined the nature of the AfDB's support to the transport sector since 2012. It has been summarized in this report (see Chapter 4). The complete portfolio analysis will be used as a source of evidence by Steer for both the cluster and sector evaluation.

5.4. Qualitative Comparative Analysis

Qualitative comparative analysis (QCA) is a case-based analytical approach for identifying the causal conditions (for example, contexts or specific program components) that either individually or

collectively generate a specific outcome. It is a data-analyzing technique which primary purpose is to identify and describe these causal conditions across a set of cases.

The Request for proposals indicates that the QCA's objective is to identify causal pathways for scaling up sustainable transport systems and resilient transport infrastructure to meet SDG 11.2 and climate goals. However, this objective is rather broad and perhaps not so suitable for QCA analysis. After discussion with the client, we have added a section blow (5.4.2) where we suggest possible QCA outcomes.

At this stage, we have not yet started the work on the QCA but suggest that we need to do and agree the following with the Bank:

- Use the theory of change and the literature review to contextual factors for the scaling up of sustainable and climate resilient transport projects. We would suggest to ultimately only select three or four contextual factors, but firstly to start with a longer list (see sub-section below).
- Select a series of case studies (we suggest that ideally, we should have 4 times as many case studies as we have contextual factors, but the quality of the data in the case studies will be an important factor to consider as well). If necessary, we could split the case studies by location/region to generate more data and also recognize that where a single case study encompassed multiple locations, there may be different outcomes.
- Code the contextual factors (0 or 1 assuming we can use binary attributes instead of fuzzy ones) and calibrate them.
- Select the outcome variables and as for contextual factors, code outcome variables depending on whether the outcome was present within the case study.
- When this has been done, we will analyze the dataset, either manually or through spreadsheet formula/macro (we have access to fsQCA[52] software). We will consider what possible combinations of factors can be identified.
- In practice, the steps will be applied iteratively, moving back and forth between examination of the causal pathways identified and refining the way the cases have been coded.

5.4.1. Possible contextual factors

The objective of the QCA is stated in the terms of reference as "identify causal pathways for scaling up sustainable transport systems and resilient transport infrastructure to meet SDG 11.2 and climate goals". More precisely:

- SDG Target 11.2 is "by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, and children, persons with disabilities and older persons".
- SDG Indicator 11.2.1 is "proportion of the population that has convenient access to public transport by sex, age and persons with disabilities".
- Climate goals: African Development Bank Climate Change and Green Growth Strategic Framework (2023) "The Bank remains committed to ensuring that at least 40% of its annual finance can be identified and reported as climate finance using the MDBs' climate finance tracking

[52] Fuzzy-set Qualitative Comparative Analysis

methodologies" (27). Methodologies can be found in Annex C.2. and Annex C.3. of the 2022 Joint Report on Multilateral Development Banks' Climate Finance (2023).

Related to the objective of the QCA we have two observations:

- The objective of the QCA is stated as "identifying causal pathways to scale-up", therefore maybe implying an aspect of the looking at the future. We suggest instead that QCA is only a tool to reflect on pathways that already took place, that is only looking backwards.
- We remain a little unclear at this stage as to whether the objective of the QCA should be focused on increased *provision* of public transport in a sustainable manner or on increased *take-up* of public transport. It would be helpful to clarify this with IDEV.

The long list of potential contextual factors is presented in Annex 2.

5.4.2. Possible QCA outcomes

After discussion with the client on the objectives of the QCA, we suggest here some possible outcomes that could be considered for the analysis. It would be useful to exchange views on these choices, as we did not have a lot of time to consider them with much detail.

- Which conditions may influence changes in urban transport mode split due to an intervention?
- Under which contexts can a transport intervention be considered as having a "transformational" impact?
- What conditions may influence delay and cost overruns in transport interventions?

5.4.3. QCA next steps

We would value feedback on this section in terms of refinement of contextual factors and especially a discussion on the precise objectives of the QCA and whether it is more focused on increased provision of public transport in a sustainable manner or on increased take-up of public transport.

5.5. Benchmarking

The objective of the benchmarking analysis is to learn from better performing peers or other entities in order to improve AfDB's transport policies, strategies and action plan frameworks. The Terms of Reference require that benchmarking is used to identify the design elements which characterize good, effective transport sector policies, strategies, or action plans.

The indicators of performance that we would focus on would be:

- Organizational aspects:
  - Governance (internal organization, decision-making processes, allocation of activities, etc.);
  - Organizational strategy (objectives definition, planning of strategy, approach to risk, quality management, approach to innovation, performance monitoring, etc.);
  - Supporting and enabling services (IT, HR, Finance/accounts, legal, communication, etc.);
- Human factors (staff, training, etc.);

- Financial resources
  - Budgets (volume, priorities, etc.);
  - Budget allocation (entities, timeline, etc.);
  - Quality and audits (controls, adequation of budgets vs objectives;

In terms of the comparator group, we suggest that it is composed of other multilateral development banks (MDBs): Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), Islamic Development Bank (IsDB) and World Bank (WB). We will agree this list with AfDB.

The output of the benchmarking exercise will provide feedback on the status of the AfDB cluster compared to peers. The results will demonstrate and document strengths and indicate potential for AfDB improvements.

5.6. Case study selection

A number of case studies have to be undertaken for the two evaluations. We present below the choices that we made as well as the rationale used. For the sector evaluation, case studies include:

- six country case studies;
- two thematic case studies; and
- five regional case studies, one for each region.

For the cluster evaluation, eight in-depth case studies have been included as well as eight desktop reviews.

In making the selections, it was important to focus on countries that had received sufficient support from AfDB in the transport sector (and for those selected for the project assessments, support for rail and aviation projects in particular). A balance also needed to be kept between different categories of countries, *inter alia*, by income group, region and language. Further criteria were also applied for project selection, described in section **Erreur ! Source du renvoi introuvable.** below.

The table below shows the countries selected for country case studies, as well as those selected for visits in regional case studies and those hosting the projects selected for in-depth assessments in the Cluster Evaluation of rail and aviation projects. The table is ranked, in descending or, by:

- the number of transport projects supported by the AfDB;
- the number of rail and aviation projects supported by the AfDB; and
- the level of AfDB financial support.

Table 4: Ranked list of countries by selection criteria

Country	Transport projects	Rail & Air projects	AfDB Support (UA m)	Income Level	Region	Working Language	Country Case Study	Regional Case Study	In depth project
Senegal	8	1	748	LMIC	West	French	1	1	1
Kenya	7	2	1,185	LMIC	East	English		1	
Côte d'Ivoire	7	2	803	LMIC	West	French	1		1
Cameroon	7	1	843	LMIC	Central	French	1		

Country	Transport projects	Rail & Air projects	AfDB Support (UA m)	Income Level	Region	Working Language	Country Case Study	Regional Case Study	In depth project
Dem Rep Congo	7	1	492	LIC	Central	French		1	1
Tanzania	6	2	1,330	LMIC	East	English	1	1	
Tunisia	6	1	343	LMIC	North	French	1	1	1
Uganda	6	0	804	LIC	East	English	1		
Morocco	5	3	313	LMIC	North	French		1	1
Ethiopia	4	2	322	LIC	East	English	1		1
Benin	4	0	180	LIC	West	French			
Nigeria	4	0	56	LMIC	West	English			
Ghana	3	1	232	LMIC	West	English			1
Namibia	3	1	199	UMIC	South	English	1		1
Comoros	3	0	54	LMIC	East	French			
Somalia	3	0	45	LIC	East	English			
Burundi	3	0	42	LIC	East	French			
Gambia	3	0	16	LIC	West	English		1	
Egypt	2	2	119	LMIC	North	English			
Centrafrique	2	2	9	LIC	Central	French			
South Africa	2	1	203	UMIC	South	English			1
Cape Verde	2	1	46	LMIC	West	Portuguese			
Madagascar	2	0	199	LIC	South	French			
Niger	2	0	178	LIC	West	French			
Gabon	2	0	145	UMIC	Central	French		1	
Mozambique	2	0	104	LIC	South	Portuguese			
Eswatini	2	0	58	LMIC	South	English			
Sierra Leone	2	0	51	LIC	West	English			
Guinea	1	1	130	LIC	West	French			
Angola	1	1	3	LMIC	South	Portuguese			
South Sudan	1	1	0	LIC	East	English			
Rwanda	1	0	204	LIC	East	English			
Zambia	1	0	196	LMIC	South	English			
Liberia	1	0	173	LIC	West	English			
Mali	1	0	143	LIC	West	French			
Burkina Faso	1	0	118	LIC	West	French			
Malawi	1	0	92	LIC	South	English			
Togo	1	0	48	LIC	West	French			
Chad	1	0	47	LIC	Central	French			
Djibouti	1	0	3	LMIC	East	French			
Mauritius	1	0	1	UMIC	South	English			
Zimbabwe	1	0	1	LMIC	South	English			
Congo CG	1	0	131	LMIC	Central	French		1	
Mauritania	1	0	25	LMIC	North	French			

Source: Steer

The table below summarizes the distribution of the selected countries (in country and regional case studies, and in the in-depth project assessments, across income levels, region and language, indicating that the selection is well-balanced.

Table 5: Balance of income level, region and language across selected country and regional case studies and the in-depth project assessments

	Country Case Studies	Regional Case Studies	In-depth project evaluations
Income Level			
LIC	2	2	2
LMIC	5	6	5
UMIC	1	1	2
Region			
North	1	2	2
South	1	0	2
East	3	2	1
West	2	2	3
Central	1	3	1
Working Language			
French	4	6	5
English	4	3	4

Source: Steer

Based on this analysis, the selections appear to meet the various different criteria reasonably well.

5.6.1. Country Case Studies (CCS) Selection

As part of the approach to delivering the Sector Evaluation, Steer will undertake six country case studies, involving a visit to the relevant country by a member of the Steer team, in support of IDEV staff. The objective of the case studies is to have in-depth discussions on policy and strategic issues with key stakeholders in the transport sector, enhancing understanding of factors, both internal and external to the Bank, that contribute to the success or failure of transport sector interventions. These studies have been chosen to provide a balanced selection across a range of criteria, in particular:

- sufficient transport projects supported by AfDB in the country (compared to the average of three projects per country);
- the balance of selected countries across the five African Regions;
- the balance of official languages across the selected countries;
- the balance of country income levels;
- whether selected countries are considered to be fragile states;
- travel restrictions applicable to the team (based on UK FCDO travel advice);
- availability of project information to review; and
- project status and approval dates (so as to get a balance across the projects).

We have selected eight countries at this stage, with two being designated as backup destinations, in case arrangements for visits to any of the six selected countries are unable to be finalized, based on these criteria and taking account of the characteristics of the countries shown in Table 4 above.

The table below sets out the selected (and backup) countries and the relevant selection criteria described above. While no selection can perfectly match such a wide range of criteria, we consider that those shown in the table represent a reasonable compromise broadly meeting all the objectives of the case studies.

Table 6: Proposed country case study selection

No.	Country	Region	Income	Language	Mode	Ref	Size (UA m)	Description
1	Tanzania	East	LMIC	English	Multi-modal	P-TZ-D00-002	202.8	Transport Sector Support Program
					Road	P-TZ-D00-009	80.5	Mnivata-Newala Masasi (160 Km) Road Upgrading Project
					Road	P-TZ-DB0-019	140.0	Road Sector Support Project II
					Road	P-TZ-DB0-021	72.9	Dar es Salaam Bus Rapid Transit System Project – Phase 2
					Road	P-TZ-DB0-025	103.3	Dodoma City Outer Ring Road (110.2 Km) Construction Project
					Aviation	P-TZ-DA0-003	148.6	Msalato International Airport Construction Project
					Road	P-Z1-DB0-074	79.9	Arusha-Holili/Taveta-Voi Road Project
2	Namibia	South	UMIC	English	Ports	P-NA-DD0-002	118.8	New Port of Walvis Bay Container Terminal Project
					Ports	P-NA-DD0-003	1.0	New Port of Walvis Bay Container Terminal Project
					Multi-modal	P-NA-DZ0-001	79.6	Transport Infrastructure Improvement Project
3	Côte d'Ivoire	West	LMIC	French	Road	P-CI-D00-001	45.5	Henri Konan Bédié Toll Bridge Project
					Road	P-CI-D00-002	2.0	Henri Konan Bédié Toll Bridge Project
					Urban Transport	P-CI-D00-004	194.5	Abidjan Urban Transport Project
					Urban Transport	P-CI-D00-010	269.8	Abidjan Urban Transport Project-Phase 2
					Road	P-CI-D00-011	8.6	Project Upgrade Access Roads to Border Areas Phase 1
					Aviation	P-CI-DA0-001	0.0	Air Côte d'Ivoire's Expansion Plan
					Aviation	P-CI-DA0-002	41.9	Air Côte d'Ivoire Modernization and Expansion Program
4	Tunisia	North	LMIC	Arabic / French	Road	P-TN-D00-002	1.0	Road Safety Strategy Study
					Multi-modal	P-TN-D00-003	0.8	Study of the National Transport Master Plan (PDNT) up to 2040

No.	Country	Region	Income	Language	Mode	Ref	Size (UA m)	Description
					Road	P-TN-DB0-012	112.6	Gabes-Medenine-Ras Jedir Highway Construction Project - Medenine-Ras Jedir Section
					Road	P-TN-DB0-013	117.9	Road Infrastructure Modernization Project
					Road	P-TN-DB0-016	99.9	North-East Road Connectivity Support Project
					Road	P-TN-DB0-017	85.1	Road Infrastructure Modernisation Project, Phase 2 (PMIR II)
5	Cameroon	Central	LMIC	French	Road	P-CM-DB0-011	47.3	Kumba-Mamfe Road Development Project
					Road	P-CM-DB0-012	126.2	Transport Sector Support Programme Phase 1: Development of the Batchenga-Ntui-Yoko-Lena Road
					Road	P-CM-DB0-015	221.3	Transport Sector Support Programme Phase 2: Rehabilitation of the Yaounde-Bafoussam-Babadjou Road, Development of the Grand Zambi-Kribi Road and Development of the Maroua-Bogo-Pouss Road
					Road	P-CM-DB0-017	14.7	Transport Sector Support Programme (Phase III) - Construction of the Ring Road
					Road	P-CM-DB0-019	132.4	Transport Sector Support Programme - Phase III : Construction of the Ring Road - 2nd Instalment of ADB Financing
					Road	P-CM-DB0-021	93.6	Project to Develop Access Roads to The Industrial and Port Area of Kribi (PARZIK)
					Road	P-CM-DB0-024	0.0	Project to Develop Access Roads to the Industrial and Port Area of Kribi (Parzik) - Phase II
6	Senegal	West	LMIC	French	Rail	P-SN-DC0-003	149.8	Dakar-Diamniadio-AIBD Regional Express Train Project - Phase I: Dakar-Diamniadio Segment
					Urban Transport	P-SN-D00-005	93.6	Cities Modernisation Programme – Phase 1 (Promovilles-1)
					Road	P-SN-DB0-020	23.8	Transport Sector Support Project: Rehabilitation of the Dinguiraye-Nioro-Keur Ayib Road

No.	Country	Region	Income	Language	Mode	Ref	Size (UA m)	Description
					Road	P-SN-DB0-021	98.9	Project to rehabilitate National Road 2 (RN2) and open up access to Morphil Island
					Road	P-SN-DB0-023	69.6	Rehabilitation of the Senoba – Ziguinchor -Mpack Road and Opening Up of the Southern Regions
					Road	P-SN-DB0-025	98.0	The Dakar-Tivaouane-Saint-Louis Highway Construction Project
					Road	P-SN-DB0-028	96.3	Programme to Open up Agricultural and Mining Areas – Phase 1 (PDZAM-1)
					Ports	P-SN-DD0-002	1.8	The Dakar Container Terminal Project

5.6.2. Thematic Case Studies (TCS) Selection

In addition to the country case studies, Steer will also undertake two "thematic case studies" as part of the Sector Evaluation. The purpose of the thematic case studies is to explore broader themes which occur in the AfDB's support for the Transport Sector across Africa, as opposed to focusing on particular countries or regions, or drilling down into individual projects as part of the Cluster Evaluation.

We consider that the proposed thematic case studies need to meet two broad criteria:

- the selected themes must be congruent with the AfDB's objectives, operational priorities and areas of special emphasis, as set out in the AfDB's Ten-Year Strategy; and
- the selected themes must be able to be reviewed in respect of particular projects in which they form a significant part of the project objectives so that concrete conclusions can be reached as to the extent to which the themes have been achieved.

Based on these criteria, as well as a review of the project portfolio, we would like to propose the following themes as the basis of the Thematic Case Studies:

- Climate resilience and adaptation: specifically, the extent to which transport projects are resilient to climate change and/or the extent to which they help provide climate resilience to the economy and society in which they are located.
- Gender considerations: specifically, the impact of transport projects on women.
- "Building resilience" and "promoting sustainable infrastructure" are both highlighted within the "The transition to green growth" objective of the strategy, providing a rationale for the adoption of the "Climate resilience and adaptation" theme proposed.
- Similarly, "Gender" is one of the Strategy's areas of special emphasis, with the need to mitigate the "missed opportunities in women's social and economic development and in their political and legal status" being highlighted. This provides a rationale for the adoption of the theme of the impact of transport projects on women.
- In terms of project selection, a review of the project portfolio identified only 12 projects approved between 2012 and 2022 in which climate resilience and adaptation received a significant mention. Focusing on those projects where climate resilience appeared to be a significant objective and where, at the same time, the project was an investment of a substantial size and well progressed in delivery, reduced the list to four projects. Reviewing these further led to the selection of two projects, one in Tanzania and one in Togo/Benin, as shown in the table below.
- While a large number of projects in the portfolio (52) included benefits for women in the objectives, this was reduced to a much lower number (15) when projects were restricted to a minimum size (UA 5m) and progression (disbursement ratio at least 30%). Reviewing these projects and focusing on those where benefits for women appeared to form a significant element of the project objective, led to the selection of three projects, one in Senegal, one in Kenya and one in Tanzania (being the same project proposed for the climate resilience and adaptation theme).

The proposed project selection for each theme is set out in the table below.

Table 7: Proposed thematic case study selection

No.	Theme	Country	Region	Ref	Income	Language	Funding (UA m)	Project	Project objective relative to theme	Mode	Approval Date	Disburse %
1	Climate resilience and adaptation	Tanzania	East	P-TZ-DB0-021	LMIC	English	72.9	Tanzania - Dar es Salaam Bus Rapid Transit System Project – Phase 2	The project is expected to reduce congestion, improve air quality, and decrease vehicular greenhouse gas emissions by at least 60%.	Urban Transport	2015	88
		Benin / Togo	West	P-Z1-DB0-136	LIC	French	28.3	Multinational - Lomé-Cotonou Road Rehabilitation (Phase 2) and Coastal Protection (Benin-Togo) Project	The project aims to improve the transport infrastructure along the corridor, with inclusions of coastal protection works to strengthen the climate resilience of infrastructure in coastal areas, benefiting the populations living on the Beninese and Togolese coasts and preserving their socio-economic activities.	Road	2016	61
2	Gender - impact on women	Senegal	West	P-SN-DC0-003	LMIC	French	149.8	Senegal - Dakar-Diamniadio-AIBD Regional Express Train Project - Phase I: Dakar-Diamniadio Segment	This project significantly improves the railway service between the city center and suburbs and specifically focuses on supporting women's groups and youth employability in the project area by constructing women's centers, childcare centers, and supporting women's organizations. It also aims to provide training in railroad professions to	Rail	2017	88

No.	Theme	Country	Region	Ref	Income	Language	Funding (UA m)	Project	Project objective relative to theme	Mode	Approval Date	Disburse %
									facilitate the integration of women into this sector.			
		Tanzania	East	P-TZ-DB0-021	LMIC	English	72.9	Tanzania - Dar es Salaam Bus Rapid Transit System Project – Phase 2	By providing enhanced transport facilities that are reliable and cost-effective, significant accessibility and mobility is provided, particularly during peak hours, to disadvantaged groups such as women, school children, elderly, and the disabled.	Urban Transport	2015	88
		Ethiopia	East	P-ET-D00-007	LMIC	English		Ethiopia - Integrated Transport Program - Phase I (Jimma-Chida and Sodo-Sawla Road Upgrading Project)	The project includes support for women entrepreneurial capacity, gender sensitization and empowerment, and improved access to social services such as maternal healthcare, which will have a positive impact on women in the region.	Road	2016	32

Where possible visits will be for the relevant projects to be reviewed will be made during a site visit undertaken for the country or regional case studies. However, additional site visits are likely to be required and it is intended that Steer will undertake one additional site visit in support of each thematic case study, which we anticipate will include a visit to Benin/Togo and to Kenya.

5.6.3. Interventions Selection for Regional Case Studies (RCS)

The final set of case studies to be undertaken for the Sector Evaluation are five regional studies, one for each African region, as defined by the Bank. In order to ensure that these case studies consider the impacts of the Bank's activity in each region (and not just in a single country) one or more "core" multinational projects have been selected as the focus for each regional cast study.

For each study a site visit will be undertaken. However, for reasons of practicality, this visit will be focus on one country in the region (with potential visits to an immediately neighboring country if feasible).

The core projects selected have mainly been based on cross-border road corridors, as these most naturally fit the pan-regional requirement. However, cross-border rail projects are also considered for North and Central Africa and a multinational air navigation project is considered for Southern and East Africa.

The proposed project selection(s) for each region are set out in the table below.

Table 8: Proposed regional case study selection

No.	Region	Focus country/countries	Language	Project References	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
1	Central	Rep. of Congo / Gabon	French	P-Z1-DB0-088	Sovereign	Investment, project management and coordination	Loan	30.5	Multinational - Ndendé-Dolisie Road and the Libreville-Brazzaville Corridor Transport Facilitation Project – Phase 1	Road	2013	Ongoing
		Rep. of Congo / Democratic Rep. of Congo	French	P-Z1-D00-016	Sovereign	Study	Grant	10.0	Study on the Road-Rail Bridge Between Kinshasa and Brazzaville and the Kinshasa-Ilebo Railroad	Road/Rail	2008	Completed
2	North	Tunisia / Algeria / Morocco	Arabic / French	P-Z1-DC0-017	Sovereign	Feasibility study	Grant	1.3	Multinational - TransMaghreb railway feasibility study	Rail	2014	99% disbursed
3	East	Tanzania / Kenya	English	P-Z1-DB0-074 / 075	Sovereign	Investment, technical assistance, capacity building and compensation and resettlement	Loan	154.9	Multinational - Arusha-Holili/Taveta-Voi Road Project	Road	2013	Complete
		Ethiopia[53]	English	P-ET-D00-007	Sovereign	Investment, institutional support and capacity building	Loan	117.79	Integrated Transport Program - Phase I (Jimma-Chida and Sodo-Sawla Road Upgrading Project)	Road	2013	Ongoing

[53] For a Regional Case Study, the list of projects will/should include a multinational project.

No.	Region	Focus country/countries	Language	Project References	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
				P-ET-DB0-018	Sovereign	Investment, Institutional support	Loan	84.08	Modjo-Hawassa Highway Project – Phase 1	Road	2013	Complete
4	South	Zambia	English	P-Z1-DA0-003	Sovereign	Technical Assistance	Grant	5.8	COMESA airspace integration project	Air	2010	Complete
		Zambia / Botswana	English	P-Z1-DB0-031	Sovereign	Investment	Grant	51.0	Multinational - Kazungula Bridge Project	Road	2015	Mostly complete
		Zambia / Malawi	English	P-Z1-DB0-137 / 232	Sovereign	Investment	Loan	13.8	Multinational - Nacala Road Corridor Development Project – Phase IV	Road	2013	Ongoing
5	West	Gambia / Senegal	English / French	P-Z1-DB0-046	Sovereign	Investment	Grant	66.7	Multinational - Trans-Gambia Corridor Project (Phase I) - Construction of the Trans-Gambia Bridge and Cross Border Improvement	Road	2019	Complete

5.7. Stakeholder consultation, communication, and dissemination

5.7.1. Stakeholder strategy

This stakeholder strategy provides a framework to foster engagement among key entities involved in the transport ecosystem from within the AfDB, and the government agencies, private enterprises, civil society organizations, and the public in order to capture all relevant perspectives, develop a common understanding, and strengthen ownership of the evaluation process by the various stakeholders (see Annex 3). The Task Specification outlines a range of methods for gathering stakeholders' views. In the table below, we summarize the main approach and purpose of each method.

Table 9: Stakeholder methods, approach and target audience

Method	Approach	Target audience and purpose
Interviews with key stakeholders	Bilateral interviews with selected stakeholders, either for the purpose of the Cluster and Transport Sector evaluation of specific projects.	Key stakeholders' views and potentially provision of information and data.
Online surveys for stakeholders who could not be interviewed	Issuing of survey for each key stakeholder group	
Focus groups	Group discussions with a wider group of stakeholders, usually recruited based on their belonging to a group with characteristics of interest.	Views of selected groups on issues relevant to them linked to a specific project.

Source: Steer

5.7.2. Audience/Stakeholder mapping

There are multiple stakeholders to interview, from different geographies, sectors, and backgrounds. As soon as the case studies are approved, we will turn to identify all the relevant stakeholders. The AfDB has already indicated in calls that it will support Steer in doing so, including using where possible its local offices to identify the right contacts. Furthermore, the mapping will enable us to understand the categories of stakeholders that the Bank should engage, and at what levels and frequency. It will also enable us to highlight the knowledge needs of each category of stakeholders within this evaluation, to maximize engagement and utilization of the evaluation findings.

Table 10: Suggested stakeholders for inclusion in the consultation programme

Purpose	Category	Led by
Project case studies	Project beneficiaries, Programme Implementation Units (PIUs) AfDB (country/regional offices, task manager, etc.) Other donors and financiers (where relevant) National ministries (mainly transport, finance and environment where relevant) Government agencies and sector regulators (such as rail authorities, civil aviation authorities, customs authorities, etc.)	Local consultants

Purpose	Category	Led by
Country/regional/thematic case studies.	Operators and infrastructure managers (railway infrastructure manager/airports/rail operators/airlines) Construction company where project not yet completed (where relevant) Local population including women and youth organizations International or local NGOs and CSOs (where relevant)	Steer
General cluster and sector evaluations topics	AfDB Senior staff (Board, VP Private Sector, Infrastructure and industrialization, bank departments (such as PICU, FIRM, PITD, etc.), transport sector managers in local/regional offices)	Steer

Source: Steer

Clearly these stakeholders all have different interests meaning that the interview questions that they will be asked will need to be tailored to them, whilst ensuring a degree of consistency as high as possible, so that their responses can be contrasted and used for triangulation of the findings. The interview guideline will be developed around a semi-structured interview guide, so that interviewers have a long list of questions to ask but can also deviate to an extent in order to collect more relevant information where needed.

For stakeholders unable to attend an interview with Steer and/or local consultants, surveys will be sent to them (either using a survey website, or simply through a survey sent in Excel). We will make sure the surveys are available in EN/FR/PT languages and will provide a window of three weeks for the survey contacts to fill the survey.

The objective of the focus groups will be to gather views and qualitative data about the project impacts from local beneficiaries. We would also suggest using focus groups to examine on cross-cutting issues such as women or youth. Our local consultants will gather a small group of participants, recruited based on selected characteristics and facilitate conversation with them on a selected topic using a number of questions defined by Steer and agreed with the AfDB.

Details of stakeholder questions and interview guides are set out in Annex 3 (to be developed).

5.7.3. Management of the engagement process with stakeholders

We will manage the stakeholder engagement exercise through an Excel-based log, which will enable us to keep track of interviews requested, agreed, scheduled, held, as well as surveys received. This will be reviewed each week, with follow-up calls made to progress the interview programme as required. We will ensure that the local consultants feed into the log, so that Steer has a good understanding of the situation on stakeholder management.

To ensure a high degree of quality and to avoid issues related to stakeholder management, we will support the local consultants with draft email of introductions, as well as guidance to help them answer the most frequent stakeholder concerns (on confidentiality, on timeline, etc.). We will also agree with the local consultants the methods for capturing information such as interview note formats and a database for tracking responses.

5.7.4. Communication and dissemination strategy

The broader evaluation eco-system consists of both stakeholders that will participate in the evaluation process, the users and beneficiaries of the evaluation findings. A mix of communication and dissemination activities will be targeted at all stakeholders to ensure that the findings, lessons, and recommendations from the evaluation are presented in custom formats to meet the needs of each stakeholder group, and therefore, ensure optimal uptake of the findings and recommendations from the evaluations.

A stakeholder engagement strategy was prepared within the Dissemination and Communication Plan to ensure that the stakeholders' knowledge needs will be throughout the evaluation process (from the preparatory, and inception phases to dissemination). The detailed dissemination and communication plan will be developed and executed during and after at the end of the evaluation process. The Annex 4 presents the proposed knowledge and communications activities and products.

5.8. Analytical tools

The methodologies described above will be brought together to undertake the evaluations. For this study, a cluster evaluation of rail and aviation projects will be undertaken which, together with the already completed cluster evaluation of road and ports projects, will feed into the sector evaluation. In turn, the sector evaluation will take account of a number of country/thematic and regional case studies, in addition to the literature and policy review, portfolio review, QCA and benchmarking exercises described above.

Both the individual project assessments and the case study assessments will be based on an application of the evaluation frameworks set out in Annex 1 (see Table 15: Transport Sector Evaluation Framework and Table 16: Rail and Aviation Cluster Evaluation Framework). The sub-sections below specify how the evaluation frameworks will be applied, how the project assessments will be made and how the case study assessments will be undertaken. All of these will then feed into the overall Technical Report setting out the results of the evaluation.

5.8.1. Application of the Evaluation Frameworks

The evaluation frameworks set out in Annex 1 set out the relevant Evaluation Questions (six for the Sector Evaluation, five for the Cluster Evaluation) described in section 2.2 above. For each EQ, the corresponding theme has been identified (e.g. alignment with AfDB or RMC objectives) and a set of sub-questions developed to elicit further detail. For each sub-question, a set of qualitative or quantitative indicators have been identified (e.g. Alignment between project objectives and the AfDB's TYS, Average number of accident/fatalities before and after the projects).

Judgement criteria will be developed for each Evaluation Sub-question, taking account of these indicators according to a specified method and data source, to allow the assessment of the indicators according to a standardized four-point qualitative scale:

- 4 - Highly satisfactory
- 3 - Satisfactory
- 2 - Partly unsatisfactory
- 1 - Unsatisfactory.

The detailed specification of the judgement criteria applicable to each Evaluation Sub-question and how the scores 1 to 4 should be applied, will be set out in a "rating grid" to be developed.

5.8.2. Project assessments

Eight project in-depth project assessments, involving a field visit, will be undertaken, supplemented by a further eight desktop country assessments as part of the Cluster Evaluation of rail and aviation. The in-depth project assessments will be undertaken by Steer's sub-contractors (regional/local consultants). It is important that all the assessments follow a rigorous and consistent approach. This will be assured through the development of a set of tools, which will be used by Steer and by its sub-contractors. These include:

- a standardized report template for the assessment of each project (to be developed, see Annex 6); and
- the cluster evaluation framework, incorporating EQs, sub-questions, indicators, judgement criteria and the associated scoring scale, description of the method of assessment and data sources to be used.

The report template will include sections covering:

- project background;
- AfDB financing and other support, as well as support from other institutions;
- performance assessments against each of the EQs and sub-questions in narrative text and with summarized scores;
- conclusions and lessons learned; and
- supporting annexes including: data sources used, field visit details (in-depth assessments only) interviews undertaken (in-depth assessments only), project data.

The documents to be reviewed will vary according to the project, but at a minimum would include:

- project appraisal reports (PARs);
- project completion reports (PCRs);
- relevant AfDB Country Strategy;
- any relevant literature publicly available or provided by the client or stakeholders; and
- available statistics including on the infrastructure constructed or rehabilitated (e.g. track km, airport terminal m^2), equipment introduced or rehabilitated (e.g. aircraft, rolling stock vehicles), transport usage before and after the project (e.g. passenger km travelled) and social impacts (e.g. jobs created).

5.8.3. Country/thematic/regional case study assessments

The objective of the case studies is to have in-depth discussions on policy and strategic issues with key stakeholders in the transport sector, enhancing understanding of the role of factors, both internal and external to the Bank, that contribute to the success or failure of transport sector interventions. These studies are therefore at a higher level than the detailed project-specific analysis required in the Cluster Evaluation project assessments.

Six country, two thematic and five regional case studies will be undertaken, involving field visits by a member of the Steer team. For each type of case study, it will be important to consider:

- the AfDB's Country Strategy/ies (as applicable)

- the details of the relevant projects in the country, region or as relevant to the theme, reviewing project documentation including PARs and PCRs; and
- the key stakeholders to be interviewed, including staff in the AfDB's country office(s), RMC government or executing agency officials, development partner officials, private sector operators, construction contractors and user beneficiary groups.

Field visits will need to be carefully arranged, following a targeted "visit protocol", including quality and sustainability factors, site visits with suitable access pre-arranged, interviews and testimonials from beneficiaries.

While the focus of the case study evaluations is at a different level from that of the project assessments in the Cluster Evaluation, the assessment will nevertheless follow an equivalent structure based on the Evaluation Framework, consider each Evaluation Question and Sub-question and considering suitable indicators, assessment methods and data sources against pre-defined judgement criteria.

5.9. Synthesis and reporting

The project requires the following reports to be developed:

- an Inception Report (this document)
- a Policy and Literature review
- a Benchmarking report
- a Cluster Evaluation of Rail and Aviation Projects (Cluster Technical Report)
- six Country Case Study reports
- five Regional Case Study reports
- two Thematic Case Study reports
- a Qualitative Comparative Analysis (QCA) report, and
- a Technical Report (Sector Technical Report)

In order to enable synthesis and to bring together evidence for the technical reports, each of the evaluations components has been designed to link to the overall evaluation matrix. The project evaluation methodological design and tools, including the project evaluation templates and scoring sheets, have been designed to ensure consistency across the members of the team as well as transparency and tracing of the decision-making process. However, a degree of judgement will still need to be carefully applied. Summary tables will help to present concise findings from all project evaluations, whereas the report narrative will describe Steer's analysis and judgment, bring in relevant contextual information and draw lessons for the Bank.

The policy/literature review, benchmarking and QCA reports will be based on the results of desktop research (with the QCA report also drawing from the cluster evaluation and case studies). The Cluster Evaluation report will be based on individual project assessments undertaken by Steer (desktop) and its subconsultants (in-depth studies), which will be synthesized to draw conclusions about the AfDB's support for the rail and aviation sub-sectors from the 16 projects reviewed.

The 13 Case Study reports will set out findings from each study, including details of the objectives, the approach taken, stakeholders consulted, data gathered and reviewed, as well as the scores achieved against the Sector Evaluation framework developed in this Inception Report.

The Technical Report is the main output of Steer's work for the Evaluation. It will draw together the results of all the elements of analysis and earlier reports, following the structure set out in Figure 10 above. The Technical Report will feed into IDEV's Summary Report, on which Steer is asked to provide commentary.

We set out below the proposed structure of the two main reports: the technical reports for the Cluster Evaluation and the overall Sector Evaluation. We also set out their relationship to the Summary Report to be developed by IDEV.

5.9.1. Technical report for the cluster evaluation

The findings for the technical report for the cluster evaluation will be based on the portfolio review, the evaluations of the eight projects selected for the in-depth evaluation and the eight for desktop analysis, as well as the assessment of the cross-cutting issues. The table below presents a possible structure of the Technical Report.

Table 11: Suggested table of contents of the Cluster evaluation report

Chapter	Description	Sources
Introduction	Background, context, objectives, scope and methodology	Inception Report
Portfolio review	Overview of the transport sector portfolio (amounts, regions, etc.)	Portfolio analysis
Project cluster evaluation	Findings and lessons learned	Project evaluation reports analysis
Answers to cluster evaluation questions	Evaluation findings by evaluation criteria	• Project cluster evaluation • Stakeholder consultation findings • Portfolio analysis
Assessment of cross cutting issues	Assessment of how transport projects have integrated cross-cutting issues in their design and delivery frameworks	• Literature review findings • Project evaluation reports analysis • Stakeholder consultation findings • Portfolio analysis
Conclusions and Lessons	Conclusions, Lessons and possible areas for improvement	

5.9.2. Technical report for the sector evaluation

We suggest that we follow a very similar approach for the production of the Technical Evaluation Report on Sector Evaluation, as described above for the report on cluster evaluation.

Table 12: Suggested table of contents of the Sector evaluation report

Chapter	Description	Sources
Introduction	Background, context, objectives, scope and methodology	Inception Report
Portfolio review	Overview of the transport sector portfolio (amounts, regions, etc.)	Portfolio analysis
Country/Regional/ Thematic Case Studies	Findings and lessons learned	Case study analysis
Answers to sector evaluation questions	Evaluation findings by evaluation criteria	• Case study analysis • Data collection • Stakeholder consultation findings
QCA	Findings of the QCA analysis	QCA
Benchmark	Findings of the benchmark analysis	Benchmark analysis
Conclusions and lessons	Conclusions, lessons and possible areas for improvement	

5.9.3. Summary reports

IDEV will draft the Summary Reports which will include formal recommendations to the Bank. These summary reports are designed to provide a detailed overview (albeit at a higher level than the technical reports) to communicate the most important findings and limitations of the work conducted. The summary reports will be submitted to the reference group, external expert reviewer and internal quality control processes before submitting to the Bank management.

6. Evaluation team & quality assurance

This chapter sets out how Steer will resource the project, as well as its procedures for quality assurance, risk mitigation and management of ethical considerations.

6.1. Evaluation team

The core project team consists of key experts and non-key experts. The Team Leader also acts as the project director and is supported by the Transport, Private and Social sector experts. The Transport Sector Expert is the project manager and will be the central point of contact for the AfDB. Steer team members will conduct field visits for the six country, two thematic and five regional case studies. Team members will be allocated to the visits based on their expertise and availability.

The key experts have analytical support from the transport and data analyst throughout the project. The core team is also supported by additional expert advisors across the business with experience working on transport projects in Africa, with multilateral agencies and international banks and across the sectors of rail and aviation. The rail and aviation support also have experience of developing and analyzing transport policies. Additional analytical support is provided if required by two analysts with additional language skills in French, Swahili and Afrikaans.

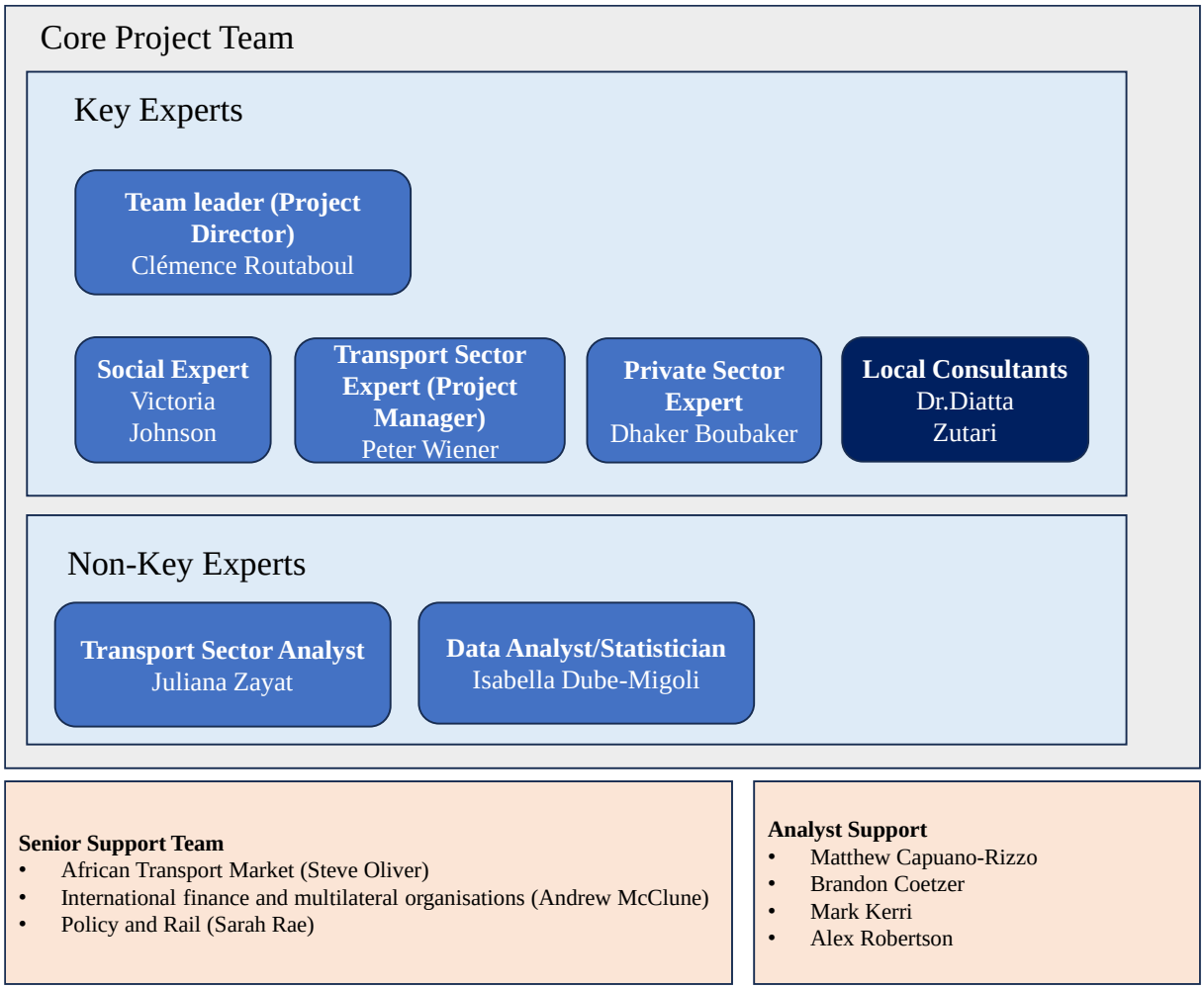
Steer has considerable experience in depth and will be able to provide replacement resource should any member of the team become unavailable.

The key experts are also be supported by in-country sub-consultants Dr. Diatta and Zutari. The sub-consultants provide services to support in relation to the rail and aviation cluster evaluation, and will primarily be responsible for:

- Conducting field visits as part of the cluster evaluations
- Stakeholder engagement relating to cluster evaluations
- Data and information gathering for projects in the cluster evaluation
- Completing project performance assessments, and
- Wider support to the project including contribution to the thematic case studies

The figure below sets out the structure of the team.

Figure 11: Team structure.



6.2. Quality Assurance and Team

This evaluation will be carried out by a team led by Joseph MOUANDA (Chief Evaluation Officer, IDEV.1), and comprises of Mohammed Jalaludeen ISSAHAQ (Principal Evaluation Officer, IDEV.1), Racky BALDE (Evaluation Officer, IDEV.1) and Yaya Koloma (Consultant, Evaluation Analyst, IDEV.1). The internal peer-reviewers are Andrew Anguko (Chief Quality and Methods Advisor, IDEV.0), Clement BANSE (Chief Evaluation Officer, IDEV.1) and Andson NSUNE (Principal Evaluation Officer, IDEV.1). Ms. Henda AYARI (Team Assistant, IDEV.1) will provide administrative support. Under the overall guidance of Karen ROT-MUNSTERMANN (Evaluator General) and Rufael FASSIL (Division Manager, IDEV1), the Task Manager will lead the work of the consultants and other team members and provide input. The Task Manager will be responsible for organizing communication processes with stakeholders within and outside the Bank, with the support of the Knowledge Management Division (IDEV.3). Aminata Kouma (Evaluation Knowledge Management Assistant) and Kate Stoney (Senior Communications Officer) will lead the knowledge management, communication, and dissemination strategy. The evaluation will also benefit from a Reference Group … and high-level external consultants with established academic and/or professional reputations in the development field, transport/infrastructure, and evaluation.

Furthermore, the firm (Steer) has operated a Quality Management System for over two decades: In July 2003 the company successfully sought certification to ISO 9001:2000 in its UK Offices. Our Accreditation Agency is DNV (Det Norske Veritas), one of the four main agencies in the UK. Our most

recent recertification took place in 2022, with the current certificate valid until July 2024. It applies to our London office and all other offices where members of the project team are located. Steer's quality assurance policies cover the following, among other points:

Firm's Team structure

Steer's proposed team structure is designed to ensure that:

- Provide the client and the consultant team with the highest level of technical skills;
- Offer an integrated, efficient, and cost-effective service; and
- Maximize our project management expertise in this field so that all deadlines are met.

The management team for the project will comprise a Project Director (Team Leader), a Project Manager (Transport Expert) and a Deputy Project Manager as well as a selection of key experts:

- The Project Director, identified as the Team Leader for the AfDB, will have overall responsibility for the project including taking a strategic view and ensuring that the study requirements are delivered. They will have both an advisory and a review role and will also be expected to review progress with the Project Manager and ensure that the high-quality standards that Steer sets itself are met.
- The Project Manager, identified as the Transport Sector Expert will have day-to-day responsibility for coordinating the work of the team members, and carrying out work where appropriate. They will be the principal liaison with the client and will attend regular progress meetings. The Project Manager will also be responsible for ensuring that project deadlines are completed on time, to budget and to the client's satisfaction.
- The Deputy Project Manager will support the project manager in the co-ordination of work of the team members and with project delivery. The deputy project manager will also be available to act as a liaison with the client and will also attend regular progress meetings.

IDEV and Steer quality management procedures ensure our reports and analytical work are checked for language and consistency of outputs. This is done by the Project Director, assisted by the Project Manager for specific pieces of analysis for which they are not the primary author.

6.3. Risks and Mitigations

This evaluation of AfDB's support for the Transport Sector is an important and challenging project. Given the scale of the exercise, which involves a range of different analysis techniques, up to 21 visits to different locations across the African continent and interviews with a wide range of stakeholders over an approximately six-month period, there are a number of significant risks which need to be considered and, where possible, mitigated. The strategy for doing so is set out in the table below.

Table 13: Main challenges of the evaluation and mitigation strategy

Risk	Challenge	Mitigation strategy
Management span of control	The project involves a large team within Steer and two subcontractors which must be coordinated to deliver to a tight schedule	Careful management of resources by dedicated Project Manager (Peter Wiener) supported by the Project Director and Team Leader (Clémence Routaboul). Close and frequent coordination with the client project team (led by Joseph Mouanda) and with subcontractor managements. Steer is a large professional services company with a wide range of highly skilled personnel with experience in both transport issues and evaluation techniques. Zutari is a major engineering company with a footprint across several African countries.
Range of methodologies required	The project requires a range of complementary techniques to complete the evaluation	Steer has assembled a project team with a range of experts supported by highly capable analysts. The team has experience of the techniques required and also the ability to develop innovative approaches and to deliver successful outcomes despite inevitable difficulties such a poor data availability.
Number of missions to be undertaken	The project requires the team to undertake 13 visits for the country, thematic and regional case studies (Steer staff). In addition, eight in-depth project evaluations will require site visits by Steer's contractors, making a total of 21 visits.	Steer and its contractors have carefully assessed the level of resource required to undertake the missions. For the 13 visits to be undertaken by Steer staff, we have provisionally allocated these between senior members of the team, to ensure that only a manageable level of travel will be undertaken by each person. For the project evaluations, six will be undertaken by Zutari staff, using team members suitably located for each case, with a further two to be undertaken by our other subcontractor, Dr Diatta, who is based in Johannesburg. We will carefully coordinate visits with the IDEV team, who we understand will provide support with travel arrangements and who may accompany us on some or all of the visits.
Data may not be available nor very accurate	There is a large volume of qualitative information available, however the study also requires quantitative data which may not be published or collected or may be insufficient for the required analysis. Data available may also be inaccurate or incomplete	As gaps emerge, we can focus remaining interviews, and further desk research, on data relevant to them. Where gaps remain, we can identify recommendations for future data collection. We consider that we already have access to basic information on market sizes, passenger journeys/routings and services operated, so that it will be possible to manage to develop the necessary scenarios in a situation where additional information is necessary. Our staff are trained in understanding how data is collected and collated and identifying issues such a rounding of data or coordinated survey responses. We typically present information graphically, identify implausible or outlying data, and can avoid reliance on data which are not robust
Stakeholder interviews	The project requires a wide range of stakeholders, both internal and external to the AfDB.	Steer has deep experience of undertaking interviews with a large number of stakeholders in policy studies and we have a good understanding of the level of preparation required. A key issue is gaining agreement for the meetings to take place and we have assumed that IDEV will provide support in terms both of identifying stakeholders (internal and external) and in providing a formal introduction for Steer's team.
Reports to be developed on quality and on time	The project requires that Steer delivers a total of 18 different reports, covering a policy/literature review, a benchmarking report, the cluster evaluation, 13 individual cast study reports, a QCA report and a synthesis into the Technical Report.	Steer has extensive experience of developing high quality reports and all members of the team will contribute to them. Where possible, we will develop standard templates to reduce the level of effort involved (e.g. for the country case studies). We will dedicate the necessary resource to ensure that all the deliverables can be successfully produced.
Synthesis of range of studies	The project requires a wide range of different pieces of analysis to be synthesized into the Technical Report	Steer has extensive experience of analyzing both quantitative and qualitative information and this will be brought to bear to ensure that a well-rounded output is produced, reflecting all the workstreams undertaken.

Risk	Challenge	Mitigation strategy
Timescales	The project requires a wide range of research, site visits and interviews to be undertaken in a period of approximately six months.	Steer has planned to deliver the work within the timescales and has the available resource to do this. However, there is a risk that, if the necessary site visits are unable to be organized in sufficient time, that these timescales could be at risk.
Staff availability	The project depends on the availability of key Steer personnel, who may become unavailable, resulting in delays to the project	All staff complete weekly reviews of their forward commitments including work, leave and medical appointments. Project Managers check that staff have set aside time when required for the project. Where staff are unavailable for unforeseen reasons, such as sickness, we can identify alternatives. Should a more junior member of the team not be available, Steer has strength in depth in terms of the analytical and consultancy skills available within the company, and we would identify alternative resources as required. Many of our senior staff have worked in key roles and have the skills to change of combine roles or change projects. The senior members of the core team, Clémence Routaboul, Peter Wiener, Dhaker Boubaker, all have extensive experience of working on transport projects with multilateral organizations, and have also worked together on many projects, and would be in a strong position to provide cover for each other to some extent should one not be available.

6.4. Ethical considerations

Steer's Social Value Policy (available on request) is incorporated into our Articles of Association (our constitution), and this mandates that as an employee-owned company we conduct our business in a responsible and sustainable manner.

These longstanding principles explicitly require Steer to make an ongoing and positive contribution to society and the environment. Recognizing the urgency and magnitude of the global Climate Crisis, Steer has adopted a Net Zero Policy (NZP), the aim of which is for us to operate as a Net Zero Carbon company by 2025. We already operate an ISO 14001 compliant Environmental Management System and annual baseline monitoring and auditing of our carbon impacts is embedded within our management reporting.

We can also confirm that Steer is committed to fair treatment of all our employees including paying all our employees with national living wage standards at a minimum. Steer also strongly supports workplace equality and diversity, health and wellbeing and have an annual Diversity, Equity, Inclusivity and Accessibility (DEIA) Action Plan, for which our COO is accountable.

Steer also operates to the highest ethical standards, which is formalized through the adoption of company policies which place obligations on all staff. These include:

- An Anti-Bribery and Corruption policy; and
- A Responsible Procurement and Supply Chain policy.

In particular, the Anti-Bribery and Corruption policy requires that:

- Steer employees or associated persons ("Associated person" in this context includes Steer's sub-consultants) must not offer, promise, give, ask for or accept any bribe; and
- Steer prohibits its employees or associated persons from making or accepting any facilitation payments.

7. Evaluation overview and workplan

7.1. Evaluation overview

The key features of the evaluation are summarized below:

Inception phase

The inception phase is crucial for the successful planning and delivery of the evaluation. During this phase, the work is focused on designing and refining through AfDB's feedback and guidance the main evaluation building-blocks:

- The theory of change
- The choice of case studies
- The evaluation framework
- The approach to data collection with definition of the data collection tools to be used, and
- The approach to stakeholder engagement

All these tools and strategies are presented in the Inception report, acceptance of which concludes the inception phase. The final Inception Report is due in February 2024.

Data collection phase

The data collection phase of the study is where the collection of information happens, in the field through case study visits, stakeholder interviews and in the office via desk-research. The data is collected following the strategies and using the tools put in place in the Inception phase. The entire team participates into this phase which is the most demanding on team resources. The field visits for the in-depth rail and aviation project assessments will be undertaken by Steer's subcontractors. The field visits for the country, thematic and regional case studies supporting the sector evaluation will be undertaken by Steer staff. The data collection phase runs from January to June 2024.

Reporting phase

- The reporting phase starts as soon as enough data has been collected and takes place to an extent in parallel with the later part of the data collection phase. During the reporting phase, information collected is analyzed, checked and triangulated to ensure robust findings. Where necessary, more data is collected, and benchmark analysis can also be used.
- Project assessment reports will be developed following a standardized template for each of the 16 projects to be reviewed. These will feed into the Rail and Aviation Cluster Evaluation technical report. This is due in May 2024.
- For the main Sector Evaluation, 13 case study reports will be developed (six countries, two themes and three regions), due in May 2024. Together with the rail and aviation cluster evaluation report and the pre-existing road and ports cluster evaluation report, as well as the policy and literature review (due in March 2024) and the benchmarking (April 2024) and QCA (June 2024) reports, these will feed into the overall Sector Evaluation technical report. The draft technical report is due in June 2024 and the final technical report is due in July 2024.
- The overall Summary Report developed by IDEV is due to be reviewed by Steer in September 2024, marking the end of the engagement.

7.2. Workplan

The figure 11 below summarizes for each phase the tasks to be carried out about the methodological approach and the corresponding deliverables. It presents the timetable proposed for the completion of the evaluation key deliverables. It is consistent with the deadlines established in the evaluation concept note, allowing for the completion of the components of the evaluation by the end of July 2024.

Figure 12: Workplan

Key
Meetings
Deliverables
Tasks
Stages

Phase / Task	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	July 2024	August 2024	September 2024
Inception Phase									
Inception meeting									
Theory of change and Evaluation matrix									
Draft interview guidelines, draft docs for consultants									
Prepare stakeholder consultation									
Scoping mission and consultations									
Draft Inception report									
Review and reference group meeting									
Final revisions									
Final Inception Report									
Data Collection Phase									
Portfolio Review									
Data and literature review									
Stakeholder engagement									
Cluster evaluation of projects									
Case Studies (Country, Regional & Thematic)									
Benchmarking									
QCA									
Reporting Phase									
Background Reports									
Policy and Literature Review									
Benchmarking Report									
Technical Report - Cluster									
Case Study Report (Country, Regional & Thematic)									
QCA Report									
Draft Technical Report									
Final Technical Report									
Review IDEV Summary Report									
Project management (bi-weekly calls)									

Source: Steer

7.3. Tentative Mission Programme

In consultation with the AfDB/IDEB and our subcontractors, we have developed tentative mission programmes for both the Sector Evaluation case studies and for the field visits associated with the project assessments within the Cluster Evaluation. As noted in the evaluation overview (section 5.1 above), eight field visits for the in-depth rail and aviation project assessments. These will be undertaken by Steer's subcontractors, Zutari and Dr Diatta, with Zutari undertaking six and Dr Diatta the remaining two. The programme for this has been provisionally arranged to take place between mid-March and the end of April, to allow time for the results to feed into the wider Sector Evaluation.

In addition, 13 country/regional/thematic case studies are required to be undertaken to feed into the Sector Evaluation. These will be undertaken by Steer staff, along with a representative from IDEV, between mid-March and late May.

In developing the mission programme, we have attempted to optimise the amount of travel involved by including multiple case studies as part of a single mission, where the geographies and projects involved conveniently overlap, hence the 13 case studies are covered by 12 missions. In addition, we have attempted to coordinate between the project evaluation and case study missions, where the geographies coincide, to optimize the use of both our and IDEV's resources, and to maximize the opportunities for collaboration (in particular on the visits to Cote d'Ivoire and to Senegal). Where we are aware of relevant public holidays (e.g. Easter or Eid), we have tried to avoid travel at those times).

The tentative mission programme for the Sector and Cluster Evaluations is shown in Figure 13 below. We have allocated Steer team members to take account of individual availability, transport mode experience and language capability (and have pulled meetings forward by a week where feasible, based on the request from AfDB). For the Cluster Evaluation visits, the relevant subcontractor is identified as D (Dr Diatta) or Z (Zutari, or named individual, where known).

We have shown mission dates in terms of week beginning on the Monday of the relevant week. The actual length of each mission will depend on the meetings and site visits required, which remain to be determined. However, we have assumed that most missions can be completed within a week (although we have planned that the Tanzania and Kenya missions on consecutive weeks so they can be combined into a single trip if convenient for the participants).

Backup destinations for both the project and country case study missions are shown, consistent with the selections discussed in Chapter 5 above but have not been scheduled.

Figure 13: Tentative Sector and Cluster Evaluation Mission Programme

Sector Case Studies										week beginning								
Sector visit no.	**Paired with**	**Main visit country**	**Potential other country visits / Project reference**	**Case Study/Project Description**	**Region**	**Working Language**	**Mode**	**Team member / Subconsultant**	**AfDB Team Member**	**18-mars-24**	**25-mars-24**	**01-avr-24**	**08-avr-24**	**15-avr-24**	**22-avr-24**	**29-avr-24**	**06-mai-24**	**13-mai-24**
1	C1	Côte d'Ivoire		Country Study: Côte d'Ivoire	West	French	Road/ Urban/ Air	Peter Wiener	Racky Balde, Yaya Koloma	P								
2		Rep Congo	Gabon/ DRC	Regional Study: Central	Central	French	Road	Clémence Routaboul	Joseph Mouanda				C					
3	C3	Ethiopia		Regional Study: East (b)	East	English	Air/ Road	Peter Wiener	Rufael Fassil, Mohammed Jalaludeen Issahaq					P				
4		Tanzania		Country Study: Tanzania	East	English	Road	Steve Oliver	Joseph Mouanda					S				
				Regional Study: East (a)	East	English	Road											
				Thematic Study: Climate resilience and adaptation (a)	East	English	Urban											
				Thematic Study: Gender - impact on women (a)	East	English	Urban											
5		Zambia	Botswana	Regional Study: South	South	English	Air/Road	Steve Oliver	Mohammed Jalaludeen Issahaq						S			
6	C4	Tunisia		Country Study: Tunisia	North	French/ Arabic	Road/ Rail	Dhaker Boubaker	Racky Balde						D			
				Regional Study: North	North	French/ Arabic	Rail											
7		Namibia		Country Study: Namibia	South	English	Ports	Alex Robertson	Mabarakissa Diomande							A		
8	C7	Senegal		Country Study: Senegal	West	French	Rail/ Road/ Ports	Clémence Routaboul	Joseph Mouanda, Racky Balde							C		
				Thematic Study: Gender - impact on women (b)	West	French	Rail											
				Regional Study: West (a)	West	French	Road											
9		Benin	Togo	Thematic Study: Climate resilience and adaptation (b)	West	French	Road	Peter Wiener	Joseph Mouanda								P	
10		Cameroon		Country Study: Cameroon	Central	French	Road	Clémence Routaboul	Joseph Mouanda									C
11		Gambia		Regional Study: West (b)	West	English	Road	Steve Oliver	Mohammed Jalaludeen Issahaq									S
Cluster visit no.	**Paired with**	**Cluster Project Assessments**																
1	S1	Côte d'Ivoire	P-CI-DA0-002	Air Côte d'Ivoire Modernization and Expansion Program (Public)	West	French	Air	Wynand Schoeman (Zutari)	Racky Balde, Yaya Koloma	W								
2		Ghana	P-GH-DA0-001	Ghana Airports Company Limited (GACL) Capital Investment Programme	West	English	Air	Wynand Schoeman (Zutari)	Racky Balde				W					
3	S3	Ethiopia	P-ET-D00-005	Corporate Loan to Ethiopian Airlines	East	English	Air	Paul Lombard (Zutari)	Rufael Fassil, Mohammed Jalaludeen Issahaq					P				
4	S6	Tunisia	P-TN-DC0-006	Rail infrastructure modernisation (2)	North	Arabic / French	Rail	Cor Botha (Zutari)	Racky Balde						C			
5		Morocco	P-MA-DC0-005	Morocco - Railway Infrastructure Reinforcement Project	North	Arabic / French	Rail	Dr Diatta	Yaya Koloma						D			
6		Democratic Republic of Congo	P-CD-DA0-001/ 003	Democratic Republic of Congo - Priority Air Safety Project Phase II	Central	French	Air	Dr Diatta	Yaya Koloma							D		
7	S8	Senegal	P-SN-DC0-003	Dakar-Diamniadio-AIBD Regional Express Train Project - Phase I	West	French	Rail	CorBotha (Zutari)	Joseph Mouanda, Racky Balde							C		
8		South Africa	P-ZA-DC0-001	South Africa - Corporate Loan to Transnet	South	English	Rail	Altus Moolman (Zutari)	Mohammed Jalaludeen Issahaq							A		

Source : Steer

Annexes

Annex 1 – Transport Sector Evaluation Matrix

The table below sets out the evaluation design matrix for the Transport Sector Evaluation. This covers the six Evaluation Questions set out in Section 2.2 above and considers the following items for each Evaluation Question:

- Evaluation criterion
- Main evaluation question
- Theme
- Evaluation sub-questions
- Sector indicators (measures)
- Judgement Criteria
- Data collection methods (desk top review, stakeholder interviews or focus groups)
- Evaluation lines of evidence (Portfolio Review, Policy & literature review, Benchmarking, Project Results Assessments, Cluster Evaluations, Country Case Studies, Regional Case Studies, Thematic Case Studies and Qualitative Comparative. Analysis (QCA)).

Table 14: Transport Sector Evaluation Framework

Sector Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement Criteria	Data Collection Method			Evaluation Lines of Evidence								
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Results	Cluster Evaluations	Country Case Study	Regional Case St.	Thematic Case St.	QCA
Relevance																
To what extent do the AfDB's interventions, objectives and design respond to beneficiaries' global, country, and partner/institution needs, policies, and priorities and continue to do so if circumstances change?	**Strategic**															
	Corporate Strategic	How adequate is the AfDB's strategic focus on transport, does it assist the RMCs in achieving the SDGs and the African Union Agenda 63?	Extent to which the AfDB's strategic focus in transport takes into consideration the underlying objectives of SDGs, and the African Union Agenda 63?	JC1.1 Relevant projects contribute to the achievements of the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63	x	x			x	x		x	x			
	Corporate Strategic	To what extent is the AfDB's strategic focus on transport coherent with key transport development challenges in the RMC?	Extent to which the AfDB's strategic focus on transport coherent with key transport development challenges in the RMC?	JC1.2 Relevant projects contribute to the achievements of the Bank's sector strategies and alleviate key challenges (regional integration, private sector development, agriculture)	x	x			x	x		x	x			

Sector Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement Criteria	Data Collection Method			Evaluation Lines of Evidence								
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Results	Cluster Evaluations	Country Case Study	Regional Case St.	Thematic Case St.	QCA
	Regional and Country Strategic	To what extent do Regional Integration Strategy Papers (RISPs) and Country Strategy Papers (CSPs) take into consideration the underlying objectives and indicators related to the SDGs, the and the African Union Agenda 63?	Extent to which RISPs and CSPs take into consideration the underlying objectives and indicators related to the SDGs, the and the African Union Agenda 63?	JC1.3 Relevant project objectives (per relevant projects PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies	x	x			x					x	x		
	Regional and Country Strategic	To what extent are RISPs and CSPs relevant to the key Regional Economic (RE) development challenges in Regional Organizations (ROs) and Regional Member Countries (RMCs)?	Extent to which RISPs and CSPs take into consideration the underlying key Regional Economic (RE) development challenges in Regional Organizations (ROs) and Regional Member Countries (RMCs)?	JC1.4 Successful implementation of RISPs and CSPs demonstrates a thorough consideration and alignment with the key Regional Economic (RE) development challenges prevalent in Regional Organizations (ROs) and Regional Member Countries (RMCs).	x	x			x					x	x		
	Alignment															

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		To what extent do RISPs and CSPs provide an assessment of drivers / obstacles for transport development, and how is it used for adapting the transport overall strategy of the Bank?	The intensity of consideration of RE development challenges by RISPs & CSPs: (i) Analysis of country / regional context; (ii) National development & sector-specific policies; (iii) AfDB country assistance strategy (pillars, results framework & indicators, non-lending activities).	JC1.5 RISPs/CSPs reflect RE challenges, aiding RMCs' economic growth.	x				x		x		x	x		
			Screening of keywords in all CSPs & RISPs approved by the Bank for the period 2012–2022		x											
	Interventions Alignment	To what extent are transport interventions aligned with RMCs strategies: (i) AfDB corporate, sectoral, RISPs, and CSPs; (ii) National development, sectoral strategies); and with beneficiaries' specific needs (appropriate solutions provided to identified problems and	Extent to which transport development interventions are aligned with applicable: • AfDB corporate • AfDB sectoral strategies • RISPs and CSPs • National general development strategies (and respective contribution to specific national development objective(s), usually time-bound and quantified) • National transport sectors • Beneficiaries' specific needs.	JC1.6 Transport objectives align with RMCs' strategic priorities, AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies.	x				x		x		x	x		
	Evolution and adaptation															
	Evolution and adaptation	To what extent were the AfDB intervention objectives adapted over time to take into account RMCs' changing needs?	Changes to RMCs strategies and/or needs reflected in relevant projects initiation, delivery, or launch. Evolution of portfolio structure (lending, non-lending) at regional and country level evolve over time.	JC1.7 Intervention objectives adapt to evolving RMCs' needs	x				x		x		x	x		

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			Alignment between project outputs and RMC objectives		x	x			x		x					
		To what extent are lessons learned in the field of RE development from country / regional experiences considered in RISPs, CSPs, and at interventions-level?	Extent to which lessons are learned in the field of RE development from country / regional experiences considered in RISPs and CSPs?	JC1.8 Learnings from RE experiences integrated into RISPs, CSPs, enhancing effectiveness	x				x		x		x	x		
			Rating from the appraisal (PAR) reports.		x											
	Quality of Design															
How suitable was relevant projects design, and to what degree was implementation feasible?	Quality of interventions design	To what extent do the quality of transport development interventions design ensured (objectives clearly stated and result oriented; results are realistic with regard to the current circumstances), for achieving the defined objectives?	Extent to which AfDB transport interventions include: (i) project's objectives clearly stated and focused on outcomes as opposed to outputs; (ii) realistic intended outcomes in the country's current circumstances; and to Bank's role, capacity, and lending & non-lending capabilities for achieving the defined objectives; (iii) appropriate solutions to the identified problems (PRA, section 1.2 Relevance of intervention design to achieve defined objectives)	JC1.9 Relevant project designs are appropriate (discounting unpredictable external stimulai), ensuring effective outputs/outcomes and alignment with objectives	x	x	x		x		x	x	x	x		
		Does transport development intervention design integrate explicit consideration of DG, and African Union Agenda 2063?	Explicit reference in transport development interventions to SDGs and African Union Agenda 63 objectives/indicators	JC1.10 Transport development design integrates DG and African Union Agenda 2063 considerations, aligning interventions with overarching regional	x				x				x	x		
					x											

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				development frameworks effectively												
	Progress towards AfDB objectives	Were any design alterations necessary before delivery, and if so, what were they?	Changes in technical specifications/planned outputs	J.C.1.11 The design of relevant projects altered over time in response to changing and unpredictable external stimuli	x	x			x		x	x				
			Number of project addendums		x				x							
	Causal chain	Can a reasonable connection be established between the proposed project and the intended outcomes?	Targeted outcomes and their connection to project activities	JC1.12 Relevant projects establish reasonable connections with intended outcomes	x						x	x				
			Climate resilient aspects incorporated into relevant projects		x		x				x	x			x	x
			Fragile state provisions incorporated into relevant projects design and implementation plan		x	x			x				x			
	Risks & Mitigations	Were project risks considered and mitigatory steps outlined for corresponding issues?	Number of projects rejected due to unfeasible risks in delivering the outputs required	JC1.13 Risks considered and mitigatory steps outlined, ensuring project success	x											
			Presence of a detailed risk register		x							x				
			Number and type of issues materialising and were they reflected in the risk register		x	x						x				
			Number of mitigatory actions taken		x	x					x	x				
Coherence																

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	Internal Coherence															
To what extent do other Bank interventions (particularly policies) support or undermine the AfDB's interventions in the transport sector and vice versa?	Interventions/Policies linkages	To what extent do other AfDB interventions (particularly policies) support or undermine the AfDB's interventions in the transport sector and vice versa?	The linkages and disparities between interventions/policies the AfDB is supporting (financially or otherwise) which are close to the RMCs and/or closely related projects in other RMCs	JC2.1 Other AfDB interventions and relevant transport sector projects are mutually beneficial	x	x			x				x			
			Assessments undertaken analysing the impact the proposed project on existing transport projects		x		x		x		x			x		
			Number of projects not launched because of confounding impacts with existing projects		x	x			x					x		
To what extent were synergies and interlinkages between the AfDB's interventions in the transport sector and other Bank interventions optimized (integrated solutions)?	Integrated solutions	To what extent were synergies and interlinkages between the AfDB's interventions in the transport sector and other AfDB interventions optimized (integrated solutions)?	Examination of the consideration taken for existing AfDB interventions when this project was proposed	J.C.2.2 Relevant projects tried to establish synergies with other Bank's or other donors' interventions in the country/region	x	x								x		
			Selection criteria of projects which relate to linkages/synergies of existing projects		x	x			x				x			
			Consideration of synergies and linkages across the transport sector with existing projects throughout delivery and after project closure		x	x			x					x		
	External Coherence															
To what extent are the Bank's interventions in the transport sector complementary, harmonized and coordinated with other	Synergies and trade-offs	To what extent were the AfDB's interventions (i) coordinated with those of governments and other development organizations' interventions and (ii) are they complementary to these interventions?	Number of other (non-AfDB) interventions examined and analysed when this project was proposed	J.C.2.3 AfDB interventions complement, harmonise, and coordinate with other development partners, adding value	x	x			x	x			x	x		
			Amount of RMC involvement in project initiation, identification, selection, and approval		x	x		x		x			x			

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development partners' support to RMCs, adding value while avoiding duplication of effort?																
Effectiveness																
	Outputs Achievement															
To what extent has the AfDB been effective in achieving its objectives and results with regard to transport development across different groups of beneficiaries including women and youth?	Outputs achievement	To what extent were the expected outputs resulting from the AfDB intervention delivered?	Project delivered the key functioning (motorised) infrastructure intended	JC3.1 Expected outputs delivered in a timely manner, meeting project goals	x			x			x	x				
			Project delivered the functioning non-motorised infrastructure intended		x			x			x					
			Volume/number of roads/bridges/quays/paths/cycle paths/group travel lanes/rail track/stations/runways/taxiways/apron/airport terminals constructed or rehabilitated		x			x		x	x	x				
			No. of accessibility related infrastructure installed (e.g., ramps, lifts…)		x						x	x				
			No. of gender conscious related infrastructure installed (e.g., better access to sanitation facilities, greater security at bus stops, train stations, etc.,)		x						x	x			x	
			No. of logistics related intermodal terminals, inland ports, distribution centres, transportation hubs, freight villages, logistics parks, cross-docking facilities, integrated transport terminals		x					x	x	x	x	x		
			No. of Functioning capital equipment funded at least in part by AfDB project funding (e.g., rolling stock, aircraft, buses)		x					x	x	x	x	x		

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			No. of transport management schemes implemented (especially road)		x				x		x	x				
			Number of transport regulatory/governance reforms implemented		x								x	x		
			No. of climate resilient related infrastructure installed (e.g., strengthened bridges, upgraded road drainage systems, elevated roadways in flood-prone areas, permeable pavements, etc.,)		x			x		x	x				x	x
			Number of transport awareness campaigns delivered (proportion targeting women and/or young people)		x						x	x			x	
			Number of studies/manuals undertaken and used by clients		x				x		x	x				
	Outcomes Achievement															
	Outcomes achievement	To what extent were the expected outcomes resulting from the AfDB intervention delivered?	Transport usage amounts (etc., number of vehicles using infrastructure/route before and after project, number of passengers moved, tonnage of freight transported)	J.C.3.2 Evidence shows that relevant projects has increased movement of people and goods, improved multimodality and access to markets	x					x	x	x	x	x		
			Increased capacity in custom		x						x		x	x		
			Change in the modal share for freight and passengers		x						x	x	x	x		
			Average travel time to markets		x						x	x	x			
			Volume of exports/imports		x								x			
			Movement speed of agricultural produce to nearest major market		x						x	x	x			
			Traffic measures (etc., transport capacity percentages)		x						x	x	x	x		
			No. of single stop border posts implemented		x						x		x	x		
			Improved border crossing and freight management	J.C.3.3 Evidence suggests that project has	x						x		x	x		
			Customer satisfaction survey scores		x						x					

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			Transparency Index score for financial reporting	contributed to increase capacity to manage sustainably transport infrastructure	x					x	x					
			Average cost to passengers/travellers of the journey before and after relevant projects	J.C.3.4 Evidence suggests that travel time and transport costs have been reduced	x						x	x	x			
			Average cost to transport 1 tonne of goods over the same distances		x						x	x	x			
			Average daily delays to passengers and goods		x						x	x	x			
			Average distance/time to the nearest healthcare centre, water fountain, school	J.C.3.5 Evidence suggests that relevant projects has improved access to basic services (healthcare, water, education) and contributed to create job opportunities for all (including women and youth)	x						x		x			
			Revised air traffic and safety regulations	J.C.3.6 Evidence suggests that relevant projects have contributed to improve transport safety	x						x	x	x			
			Average number of accident/fatalities before and after relevant projects		x						x	x	x			
			Enforcements of safety standards		x						x	x	x			
			Implementation of freight load limits		x						x	x	x			
			Revised traffic and safety regulations		x						x		x	x		
			Revenue generated by relevant projects improved competitiveness	J.C.3.7 Evidence suggests that	x								x	x		

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				relevant projects has contributed to increase capacity to manage sustainably transport infrastructure												
			Conditions improve for local people and climate; any adverse effects were mitigated	J.C.3.8 Evidence suggests that relevant projects have not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred, they were successfully mitigated	x	x			x	x			x	x		
			Number of temporary and long-term jobs generated by relevant projects locally	J.C.3.9 Evidence show that relevant projects had a positive impact on regional integration	x						x	x	x			

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	Non-Lending Operations															
How effectively did the AfDB engage in productive partnerships in the transport sector?	Partnerships-building	To what extent has the AfDB effectively engaged with key stakeholders, including governments, private sector entities, civil society organizations, and international development partners, to foster collaborative partnerships and leverage resources for sustainable development initiatives within the transport sector?	Level of stakeholders' engagement	JC3.10 AfDB engages stakeholders within collaborative partnerships, leveraging resources for sustainable transport development effectively	x	x			x		x		x	x		
			Collaborative initiatives		x	x										
			Long-term partnerships		x	x										
How well did the AfDB fulfill its role as a advisor and convener?	Policy Dialogue and Advisory	To what extent has the AfDB effectively facilitated policy dialogue and provided advisory services to governments and stakeholders in the transport sector, resulting in the adoption of evidence-based policy reforms, strengthened institutional capacity, and improved coordination for sustainable development?	Number of stakeholders engaged in policy dialogue sessions or advisory consultations.	JC3.11 AfDB facilitates policy dialogue, advising stakeholders for evidence-based reforms and strengthened institutional capacity in transport sector	x	x			x		x		x	x		
			Frequency and quality of engagement with stakeholders to gather inputs and feedback on transport sector policies.		x	x										
			Number of transport sector policy reforms or legislative changes implemented following AfDB's advisory services or recommendations		x	x										
How well did the AfDB fulfill its role as a knowledge broker?	Knowledge Sharing and Dissemination	To what extent has the AfDB effectively facilitated knowledge sharing and dissemination activities in the transport sector,	Dissemination of policy research reports, best practices, and lessons learned from advisory services within the transport sector.	JC3.12 AfDB promotes knowledge sharing, disseminating	x	x			x		x		x	x		
			Use of knowledge-sharing platforms, such as conferences, seminars, or online portals, to		x	x										

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		promoting the exchange of best practices, lessons learned, and innovative solutions among stakeholders to enhance project implementation, policy development, and capacity building?	facilitate exchange of ideas and experiences among stakeholders.	best practices, and innovative solutions for enhanced project implementation and capacity building												
			Engagement with regional and international partners to share insights and promote dialogue on transport sector policy issues.		x	x										
How well has the AfDB leveraged resources?	Leverage	To what extent has the AfDB effectively leveraged its resources and partnerships to attract additional funding, expertise, and support for transport sector projects, thereby maximizing the impact and sustainability of its interventions?	Proportion of total project financing provided by external partners compared to AfDB's own funding.	JC3.13 AfDB leverages resources and partnerships, attracting additional funding and expertise, maximizing impact and sustainability of transport interventions	x	x		x	x		x		x	x		
			Total amount of additional financial resources secured through partnerships, grants, loans, or co-financing arrangements.		x	x										
			Extent of private sector involvement in funding or implementing transport sector projects, measured by the value of private investments secured.		x	x										
			Number and value of projects in the pipeline that have secured co-financing or partnership agreements		x	x										
Efficiency																
To what extent are the AfDB's interventions in the transport sector efficient (time and resource utilization) from both program and institutional perspectives?	Delivery of results	Were delays present during the delivery of the project?	Time to project start	J.C.4.1 Evidence proves that projects did not suffer delays in the implementation	x				x		x	x				
			Timely allocation of funding (AfDB and partner)		x					x	x	x				
			Timely and transparent selection of construction companies		x						x	x				
			Timely and fair management of resettlements and compensation schemes		x	x				x	x	x		x		
			Number of months projects took to get to approval from identification/inception		x						x	x				
			Number of months relevant projects took to begin delivery activities (training sessions/construction) from approval		x						x	x				
			Time allocated to project supervision		x						x	x				

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			Time for delivering non-objection		x						x	x				
			Completeness and timely delivery of project reports		x						x	x				
		Were there cost overruns and proportionate to the construction?	Timely fulfilment of contract covenants	J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently	x						x	x				
			Disbursement rate		x				x		x	x				
			Timely availability of the local counterpart funds		x						x	x				
			Timely compensation and resettlements		x	x	x				x	x	x			
			Comparison of expected and actual costs		x			x	x		x	x				
	CBA	How does the evidence demonstrate that relevant projects were implemented as planned?	Variations in ex-ante ERR/NPV forecasts and updated ERR/NPV forecasts in relevant projects PCR	J.C.4.3 Evidence shows that relevant projects was implemented as planned	x				x	x	x	x	x			
			Benefits cost ratios of the projects (by type i.e., broken down by capacity building/infrastructure constraints)													
		To what extent were the costs of the intervention funded by the AfDB commensurate to their planned benefits?	Variations in ex-ante ERR/NPV forecasts and updated ERR/NPV forecasts in relevant projects PCR	J.C.4.4 Evidence proves that project costs were commensurate to benefits												
	Organisational Capacity of the AfDB to Deliver	To what extent have the AfDB project design and governance been appropriate/adequate?	Number of collaborative arrangements	J.C.4.5 Project design and governance meet appropriate standards, fostering success and sustainability	x			x				x				
			Responsiveness to AfDB or executing agency demands			x						x	x			
			Number of issues successfully tackled by the AfDB		x				x		x					
			Number of lessons learnt integrated in project design and implementation		x				x		x	x				
			Number of supervision missions		x						x	x				
			Adequacy of AfDB transport department staffing		x	x										
			Time for reaching formal approval and dealing with local concerns			x	x		x		x	x				
			Completeness and timely delivery of project reports		x				x		x	x				

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Sustainability																
To what extent are the net benefits of the AfDB's support for the transport sector sustainable?	Economic and Financial sustainability	Are the relevant projects financially sustainable?	Credible and funded maintenance programme in place	J.C.5.1 Evidence suggests that relevant projects is financially sustainable	x	x					x	x	x			
			O&M plan in place and working		x	x					x	x				
			Vehicle/System operating costs before and after relevant projects		x				x		x	x				
			Monitoring system in place and operating well		x	x				x	x	x				
			No. of transport operating staff (jobs)		x						x	x	x			
			Number of people trained		x						x	x	x			
			No. of annual maintenance tasks		x						x	x	x			
			Cost of annual maintenance tasks		x						x	x	x			
			Budgets used on revenue collection mechanisms		x						x	x	x			
			Timely budgetary allocations and disbursements of O&M expenditures		x											
			Comparison of actual costs to financial year budgets (% difference)		x			x					x			
			Number of permanent staff employed to operate the infrastructure		x	x						x				
			Number of qualified staff employed to operate the infrastructure		x	x						x				
			Cost recovery ratio (user fees)		x	x			x		x	x				
			Premature deterioration of relevant projects assets due to inappropriate use or lack of regular maintenance		x	x			x			x				x
		Are the relevant projects technically sound and do they build in any resilience to climate change?	Evidence of long-term technical sustainability of assets	J.C.5.2 Evidence suggests that relevant projects is technically sound and resilient to climate change	x		x	x		x	x	x				x
			Evidence of technical measures to ensure climate resilience and adaptation		x	x							x			x

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		Have relevant projects fostered and enabled sustainable partnerships to forge and encouraged ownership of project results with beneficiaries?	Number of local committees and/or partnerships related to the new infrastructure	J.C.5.3 Evidence suggests that relevant projects has forged sustainable partnership and ownership of project results with beneficiaries	x	x			x			x				
		To what extent has the AfDB assisted RMCs to appropriately assess and implement environmental/climate/social mitigation/enhancement measures?	Assessment of poaching activities	J.C.5.4 Evidence shows that relevant projects results are environmentally and socially sustainable (only apply to Environmental Category I and II projects)		x						x		x		
			Preserved biodiversity			x						x		x		x
			Amounts and adequacy of funds set aside to ensure environmental and social sustainability		x	x						x	x			x
			Changes in pollution index (water, soil, and air)		x	x			x			x	x			
			Increased deforestation		x	x			x			x	x			
			Increase in HIV/AIDS and other sexually transmitted diseases		x	x			x			x	x			
			Change in GHG emissions after relevant projects		x	x			x			x	x			
			Number of social infrastructure/socio-economic actions delivered		x		x				x	x				
			What proportion of temporary and long-term jobs were occupied by women and/or young people		x		x				x	x			x	
			The proportion of women and young people among all those trained		x		x				x	x			x	
			Rural accessibility index		x			x			x		x	x		
			No. of users accessing the route for education, i.e., travelling to school or university		x							x				
			Number of months relevant projects took to begin delivery activities (training sessions/construction) from approval		x					x	x	x	x			
		What are the benefits/disbenefits resulting from the programme?	Positive impact on economic growth	JC6.3 Programme benefits outweigh disbenefits,	x	x	x		x	x			x	x		
			Enhanced local, intra-regional and international travel		x	x			x	x			x	x		

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			Positive impact on poverty reduction	contributing positively to RMCs' development	x	x			x	x			x	x		
			Reduced gender inequalities		x	x	x		x	x			x		x	
			Reduced environmental impact, including emissions		x	x			x	x			x		x	x
			Increased resilience to climate change		x	x			x	x			x		x	x
Impact																
To what extent have the AfDB's interventions generated or are expected to generate significant positive or negative, intended or unintended, higher-level effects (economic growth, regional integration, trade between countries, agricultural outcome through feeder roads, urban mobility, and climate change)?	Benefits of the intervention	To what extent was the expected impact resulting from the AfDB intervention delivered	Number of months projects took to get to approval from identification/inception	JC6.1 Expected impact delivered, contributing to RMCs' development goals	x					x	x	x	x			
			Number of months relevant projects took to begin delivery activities (training sessions/construction) from approval		x					x	x	x	x			
		To what extent has the AfDB delivered the long terms outcomes expected?	Collated judgement score based on results of the effectiveness indicators	JC6.2 AfDB delivers expected outcomes, driving sustainable development in transport sector	x				x		x	x				x
		What are the benefits/disbenefits resulting from the programme?	Positive impact on economic growth	JC6.3 Programme benefits outweigh disbenefits, contributing positively to RMCs' development	x	x	x		x	x			x	x		
			Enhanced local, intra-regional and international travel		x	x			x	x			x	x		
			Positive impact on poverty reduction		x	x			x	x			x	x		
			Reduced gender inequalities		x	x	x		x	x			x		x	
			Reduced environmental impact, including emissions		x	x			x	x			x		x	x
			Increased resilience to climate change		x	x			x	x			x		x	x
Which factors have enabled or hampered success?	**Enabling and hindering factors**	What factors have affected progress towards the objectives and how are they linked to the AfDB intervention?	Enabling and hindering factors	J.C.6.4 Factors affecting progress identified and addressed, optimising project outcomes	x	x	x		x			x	x	x		

Rating grid for sector evaluation

The table below shows the rating grid corresponding to the Transport Sector Evaluation Design matrix. It shows, for each specific question and corresponding judgement criteria, how it is intended that the scores against those criteria will be assessed, using the four-point qualitative assessment scale described in paragraph 5.8.1 above (application of the analytical framework).

Table 15: Transport Sector Evaluation Framework – Rating Grid

Specific Questions	Judgement Criteria	Judgement Scores
Relevance		
Strategic		
How adequate is the AfDB's strategic focus on transport, does it assist the RMCs in achieving the SDGs and the African Union Agenda 63?	JC1.1 Relevant projects contribute to the achievements of the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63	1 = Limited or no contribution of relevant projects achievements to the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63. 2 = Partial contribution, of relevant projects achievements to the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63 but significant gaps exist. 3 = Substantial contribution of most of relevant projects achievements to the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63. 4 = Comprehensive and significant contribution of relevant projects achievements to all of the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63.
To what extent is the AfDB's strategic focus on transport coherent with key transport development challenges in the RMC?	JC1.2 Relevant projects contribute to the achievements of the Bank's sector strategies and alleviate key challenges (regional integration, private sector development, agriculture)	1 = Negligible contribution of relevant projects to sector strategies and key challenges. 2 = Partial contribution of relevant projects to sector strategies and key challenges with notable deficiencies. 3 = Significant contribution of relevant projects to sector strategies and key challenges. 4 = Comprehensive contribution of relevant projects with strong alignment to sector strategies and effective alleviation of key challenges.
To what extent do Regional Integration Strategy Papers (RISPs) and Country Strategy Papers (CSPs) take into consideration the underlying objectives and indicators related to the SDGs, the and the African Union Agenda 63?	JC1.3 Relevant project objectives (per relevant projects PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies	1 = During the implementation period, relevant projects' purpose was not aligned with either: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 2 = During the implementation period, relevant projects' purpose was only somewhat aligned with one of: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 3 = During the implementation period, relevant projects' purpose was largely aligned with one of: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 4 = During the implementation period, relevant projects' purpose was fully aligned with one of the following: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies

Specific Questions	Judgement Criteria	Judgement Scores
To what extent are RISPs and CSPs relevant to the key Regional Economic (RE) development challenges in Regional Organizations (ROs) and Regional Member Countries (RMCs)?	JC1.4 Successful implementation of RISPs and CSPs demonstrates a thorough consideration and alignment with the key Regional Economic (RE) development challenges prevalent in Regional Organizations (ROs) and Regional Member Countries (RMCs).	1 = Little to no consideration or alignment with RE development challenges. 2 = Partial consideration or alignment with RE development challenges. 3 = Considerable consideration and alignment with RE development challenges. 4 = Comprehensive consideration and alignment with RE development challenges.
Alignment		
To what extent do RISPs and CSPs provide an assessment of drivers / obstacles for transport development, and how is it used for adapting the transport overall strategy ofthe Bank?	JC1.5 RISPs/CSPs reflect RE challenges, aiding RMCs' economic growth.	1 = Limited reflection of RE challenges and minimal impact on economic growth. 2 = Partial reflection of RE challenges and moderate impact on economic growth. 3 = Substantial reflection of RE challenges and significant impact on economic growth. 4 = Comprehensive reflection of RE challenges and substantial impact on economic growth.
To what extent are transport interventions aligned with RMCs strategies: (i) AfDB corporate, sectoral, RISPs, and CSPs; (ii) National development, sectoral strategies); and with beneficiaries' specific needs (appropriate solutions provided to identified problems and	JC1.6 Transport objectives align with RMCs' strategic priorities, AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies.	1 = Poor alignment with RMC strategic priorities and AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies. 2 = Partial alignment with some RMC strategic priorities and AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies. 3 = Good alignment with most RMC strategic priorities and AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies.. 4 = Excellent alignment with all RMC strategic priorities and AfDB corporate and sectoral strategies, RISPs, CSPs and national development sectoral strategies..
Evolution and adaptation		
To what extent were the AfDB intervention objectives adapted over time to take into account RMCs' changing needs?	JC1.7 Intervention objectives adapt to evolving RMCs' needs	1 = Limited adaptability to evolving RMCs' needs, with little responsiveness. 2 = Partial adaptability with some adjustments to evolving RMCs' needs. 3 = Significant adaptability with proactive adjustments to evolving RMCs' needs. 4 = Comprehensive adaptability with agile responses to evolving RMCs' needs.

Specific Questions	Judgement Criteria	Judgement Scores
To what extent are lessons learned in the field of RE development from country / regional experiences considered in RISPs, CSPs, and at interventions-level?	JC1.8 Learnings from RE experiences integrated into RISPs, CSPs, enhancing effectiveness	1 = Minimal integration of learnings from RE experiences into RISPs and CSPs with limited impact on effectiveness. 2 = Partial integration of learnings from RE experiences into RISPs and CSPs with moderate impact on effectiveness. 3 = Substantial integration of learnings from RE experiences into RISPs and CSPs with significant impact on effectiveness. 4 = Comprehensive integration of learnings from RE experiences into RISPs and CSPs with profound impact on effectiveness.
Quality of Design		
To what extent do the quality of transport development interventions design ensured (objectives clearly stated and result oriented; results are realistic with regard to the current circumstances), for achieving the defined objectives?	JC1.9 Relevant project designs are appropriate (discounting unpredictable external stimulai), ensuring effective outputs/outcomes and alignment with objectives	1 = Project design activities were limited and only had one of the following: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 2 = Some project design activities were conducted and had two of the following in some order: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 3 = relevant projects' design activities were considered and had two of the following in good order: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 4 = relevant projects' design activities were fully thought through and had all of of the following: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system
Does transport development intervention design integrate explicit consideration of DG, and African Union Agenda 2063?	JC1.10 Transport development design integrates DG and African Union Agenda 2063 considerations, aligning interventions with overarching regional development frameworks effectively	1 = Poor integration of DG and Agenda 2063 considerations with minimal alignment to regional frameworks. 2 = Partial integration of DG and African Union Agenda 2063 considerations with moderate alignment to regional frameworks. 3 = Good integration of DG and African Union Agenda 2063 considerations with substantial alignment to regional frameworks. 4 = Excellent integration of DG and African Union Agenda 2063 considerations with comprehensive alignment to regional frameworks.
Were any design alterations necessary before delivery, and if so, what were they?	J.C.1.11 The design of relevant projects altered over time in response to changing and unpredictable external stimuli	1 = Relevant projects' designs did not respond to unpredictable external stimuli 2 = Relevant projects' designs altered slowly to somewhat respond to unpredictable external stimuli 3 = Relevant projects' designs altered quickly to somewhat respond to unpredictable external stimuli 4 = Relevant projects' designs altered quickly to fully respond to unpredictable external stimuli

Specific Questions	Judgement Criteria	Judgement Scores
Can a reasonable connection be established between the proposed project and the intended outcomes?	JC1.12 Relevant projects establish reasonable connections with intended outcomes	1 = Weak connections with outcomes, with unclear linkages. 2 = Partially established connections with some outcomes. 3 = Strong connections with most outcomes, with clear linkages. 4 = Robust connections with all intended outcomes, with well-defined linkages.
Were project risks considered and mitigatory steps outlined for corresponding issues?	JC1.13 Risks considered and mitigatory steps outlined, ensuring project success	1 = Risks inadequately considered with ineffective mitigation strategies. 2 = Partial consideration of risks with moderate mitigation strategies. 3 = Risks thoroughly considered with effective mitigation strategies. 4 = Risks comprehensively considered with robust and proactive mitigation strategies.
Coherence		
Internal Coherence		
To what extent do other AfDB interventions (particularly policies) support or undermine the AfDB's interventions in the transport sector and vice versa?	JC2.1 Other AfDB interventions and relevant transport sector projects are mutually beneficial	1 = There is no evidence of any consideration for mutual benefits between other AfDB interventions and transport projects 2 = There are limited indications that some consideration was given to mutual benefits between other AfDB interventions and transport projects 3 = Some effort was made to enable and deliver mutual benefits between other AfDB interventions and transport projects 4 = There is clear evidence that significant consideration was given to ensuring mutual benefits between other AfDB interventions and transport projects, which resulted in some mutual benefits
To what extent were synergies and interlinkages between the AfDB's interventions in the transport sector and other AfDB interventions optimized (integrated solutions)?	J.C.2.2 Relevant projects tried to establish synergies with other Bank's or other donors' interventions in the country/region	1= The intervention has very Poor support, synergies and interlinkages, consistency (complementarity, harmonization and coordination), with other interventions. 2 = The intervention has poor support, synergies and interlinkages, consistency (complementarity, harmonization and coordination), with other interventions. 3 = The intervention has mixed support, synergies and interlinkages, consistency (complementarity, harmonization and coordination), with other interventions. 4 = The intervention has very good support, synergies and interlinkages, consistency (complementarity, harmonization and coordination), with other interventions
External Coherence		

Specific Questions	Judgement Criteria	Judgement Scores
To what extent were the AfDB's interventions (i) coordinated with those of governments and other development organizations' interventions and (ii) are they complementary to these interventions?	J.C.2.3 AfDB interventions complement, harmonise, and coordinate with other development partners, adding value	1 = There is no evidence of AfDB interventions complementing, harmonising, or coordinating with other development partners 2 = Limited evidence exists of AfDB interventions complementing, harmonising, or coordinating with other development partners 3 = Some efforts were made by AfDB interventions to complement, harmonise, and coordinate with other development partners, adding value, but it was not fully realised 4 = AfDB interventions are clearly demonstrated to complement, harmonise, and coordinate with other development partners, adding significant value to the overall development efforts.
Effectiveness		
Outputs Achievement		
To what extent were the expected outcomes resulting from the AfDB intervention delivered?	JC3.1 Expected outputs delivered in a timely manner, meeting project goals	1= Less than 50% of Relevant projects' outputs have been delivered (or are on track to be delivered). 2= Between 50% and 75% of Relevant projects' outputs were delivered (or are on track to be delivered) 3= Between 75% and 100% of Relevant projects' outputs were delivered (or are on track to be delivered) 4= All projects' outputs were delivered as planned
Outcomes Achievement		
To what extent were the expected outcomes resulting from the AfDB intervention delivered?	J.C.3.2 Evidence shows that relevant projects has increased movement of people and goods, improved multimodality and access to markets	1= there is no evidence that relevant projects will ever achieve the intended connectivity objectives outcomes (as specified in the PAR and evaluated in the PCR) 2= weak questionable evidence on improved connectivity 3= Limited but convincing evidence that connectivity has been improved 4= relevant projects has achieved or exceeded all connectivity targets as specified in the PAR and PCR (traffic volume, access to markets)
	J.C.3.3 Evidence suggests that project has contributed to increase capacity to manage sustainably transport infrastructure	1= there is no evidence that relevant projects will ever improve government capacity to deliver similar projects in the future 2= weak questionable evidence on improved capacity to deliver similar projects in the future 3= Limited but convincing evidence that relevant projects contributed to increase capacity to deliver similar projects in the future 4= substantial improvements in transport sector governance and capacity to deliver similar projects in the future

Specific Questions	Judgement Criteria	Judgement Scores
	J.C.3.5 Evidence suggests that relevant projects has improved access to basic services (healthcare, water, education) and contributed to create job opportunities for all (including women and youth)	1= there is no evidence that relevant projects will ever achieve the intended basic services outcomes (as specified in the PAR and evaluated in the PCR) 2= weak questionable evidence on improved living conditions of the local population 3= Limited but convincing evidence that the living conditions of the local populations has improved 4= relevant projects has achieved or exceeded all targets
	J.C.3.6 Evidence suggests that relevant projects have contributed to improve transport safety	1= traffic safety has worsened as a result of relevant projects 2= weak questionable evidence on improved traffic safety 3= Limited but convincing evidence that road/port traffic is safer compared to the past 4= relevant projects has achieved or exceeded all safety targets (as specified in the PAR and evaluated in the PCR)
	J.C.3.7 Evidence suggests that relevant projects has contributed to increase capacity to manage sustainably transport infrastructure	1= there is no evidence that relevant projects will ever improve government capacity to deliver similar projects in the future 2= weak questionable evidence on improved capacity to deliver similar projects in the future 3= Limited but convincing evidence that relevant projects contributed to increase capacity to deliver similar projects in the future 4= substantial improvements in transport sector governance and capacity to deliver similar projects in the future
	J.C.3.8 Evidence suggests that relevant projects have not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred, they were successfully mitigated	1= relevant projects had serious consequences on the local populations and on climate which were not foreseen in the ESMP 2= the projects had some unintended effects; when these occurred relevant projects could not address them satisfactorily 3= the projects had some minor unintended effects; when these occurred they were successfully addressed 4= relevant projects had no unintended environmental, climate and social effects.
	J.C.3.9 Evidence show that relevant projects had a positive impact on regional integration	1= relevant projects did not bring any improvement in regional integration 2= relevant projects only had minor impacts on regional integration 3= relevant projects had some positive impacts on regional integration, but did not achieve the initial targets (as specified in PAR and measured in PCR) 4= relevant projects significantly improved regional integration (trade flows)

Specific Questions	Judgement Criteria	Judgement Scores
Non-lending operations		
To what extent has the AfDB effectively engaged with key stakeholders, including governments, private sector entities, civil society organizations, and international development partners, to foster collaborative partnerships and leverage resources for sustainable development initiatives within the transport sector?	JC3.10 AfDB engages stakeholders within collaborative partnerships, leveraging resources for sustainable transport development effectively	1 = Limited engagement with stakeholders and ineffective leveraging of resources. 2 = Partial engagement with stakeholders and moderate leveraging of resources. 3 = Substantial engagement with stakeholders and effective leveraging of resources. 4 = Comprehensive engagement with stakeholders and highly effective leveraging of resources.
To what extent has the AfDB effectively facilitated policy dialogue and provided advisory services to governments and stakeholders in the transport sector, resulting in the adoption of evidence-based policy reforms, strengthened institutional capacity, and improved coordination for sustainable development?	JC3.11 AfDB facilitates policy dialogue, advising stakeholders for evidence-based reforms and strengthened institutional capacity in transport sector	1 = Weak facilitation of policy dialogue with minimal impact on reforms and institutional capacity. 2 = Partial facilitation of policy dialogue with moderate impact on reforms and institutional capacity. 3 = Effective facilitation of policy dialogue with significant impact on reforms and institutional capacity. 4 = Strong facilitation of policy dialogue with profound impact on reforms and institutional capacity.
To what extent has the AfDB effectively facilitated knowledge sharing and dissemination activities in the transport sector, promoting the exchange of best practices, lessons learned, and innovative solutions among stakeholders to enhance project implementation, policy development, and capacity building?	JC3.12 AfDB promotes knowledge sharing, disseminating best practices, and innovative solutions for enhanced project implementation and capacity building	1 = Limited promotion of knowledge sharing with minimal impact on project implementation and capacity building. 2 = Partial promotion of knowledge sharing with moderate impact on project implementation and capacity building. 3 = Substantial promotion of knowledge sharing with significant impact on project implementation and capacity building. 4 = Comprehensive promotion of knowledge sharing with profound impact on project implementation and capacity building.
To what extent has the AfDB effectively leveraged its resources and partnerships to attract additional funding, expertise, and support for transport sector projects, thereby maximizing the impact and sustainability of its interventions?	JC3.13 AfDB leverages resources and partnerships, attracting additional funding and expertise, maximizing impact and sustainability of transport interventions	1 = Ineffective leveraging of resources and partnerships with minimal impact on intervention impact and sustainability. 2 = Partial leveraging of resources and partnerships with moderate impact on intervention impact and sustainability. 3 = Effective leveraging of resources and partnerships with significant impact on intervention impact and sustainability. 4 = Strong leveraging of resources and partnerships with profound impact on intervention impact and sustainability.
Efficiency		
Were delays present during the delivery of the project?	J.C.4.1 Evidence proves that projects did not suffer delays in the implementation	1= The ratio of planned implementation time (as per PAR) and actual project implementation time is expected to be <0.50. The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be <0.75 and ≥0.50. 3= The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be <1 and ≥0.75.

Specific Questions	Judgement Criteria	Judgement Scores
		4= The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be ≥1.
Were there cost overruns and costs proportionate to the construction?	J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently	1= The ratio of the median percentage physical implementation of relevant projects outputs and commitment rate is <0.50. relevant projects delivered significantly less outputs within the available budget. 2= The ratio of the median percentage physical implementation of relevant projects outputs and commitment rate is <0.75 and ≥0.50. relevant projects delivered less outputs within the available budget. 3= The ratio of the median percentage physical implementation of relevant projects outputs and commitment rate is <1 and ≥0.75. relevant projects largely delivered the outputs expected within the available budget. 4= The ratio of the median percentage physical implementation of relevant projects outputs and commitment rate is ≥1. relevant projects delivered all or more outputs than expected within the available budget
How does the evidence demonstrate that relevant projects was implemented as planned?	J.C.4.3 Evidence shows that relevant projects was implemented as planned	1= The average rating of applicable IP criteria ratings (as per the PCR) is comprised between 1.0 and 1.49. Most dimensions of implementation processes have not been satisfactory which has jeopardized the achievement of project results. 2= The average rating of applicable IP criteria ratings is comprised between 1.5 and 2.49. Several dimensions of implementation processes have not been satisfactory which has jeopardized the achievement of some project results. 3= The average rating of applicable IP criteria ratings is comprised between 2.5 and 3.49. The implementation processes have for the most part been satisfactory and has for the most part lead to the anticipated 4= The average rating of applicable IP criteria ratings is comprised between 3.5 and 4. The implementation processes have for the most part been highly satisfactory and has to lead to the anticipated results.
To what extent were the costs of the intervention funded by the AfDB commensurate to their planned benefits?	J.C.4.4 Evidence proves that project costs were commensurate to benefits	1= The ratio of the ERR at completion and the anticipated ERR at appraisal is <0.50 2= The ratio of the ERR at completion and the anticipated ERR at appraisal is <0.75 and ≥0.50 3= The ratio of the ERR at completion and the anticipated ERR at appraisal is <1 and ≥0.75. 4= The ratio of the ERR at completion and the anticipated ERR at appraisal is ≥1.
To what extent have the AfDB project design and governance been appropriate/adequate?	J.C.4.5 Project design and governance meet appropriate standards, fostering success and sustainability	1 = relevant projects governance design activities were limited, and governance processes were very slow and required extensive navigating 2 = relevant projects governance design activities were inadequate and governance processes were slow 3 = relevant projects governance design activities were adequate and governance processes were satisfactory 4 = relevant projects governance design activities were extensive and sufficient and governance processes were efficient
Sustainability		

Specific Questions	Judgement Criteria	Judgement Scores
Is relevant projects is technically sound and does it build in any resilience to climate change?	J.C.5.1 Evidence suggests that relevant projects is financially sustainable	1= relevant projects has not put in place any mechanisms for financial sustainability, and the flow of benefits associated with relevant projects are not expected to continue after completion 2= relevant projects marginally contributed in building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities remains weak to ensure the continued flow of benefits associated with relevant projects after completion 3= relevant projects significantly contributed to building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities are sufficient to ensure the continued flow of benefits associated with relevant projects after completion 4= relevant projects were critical in building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities are sufficient to ensure the continued flow of benefits associated with relevant projects after completion
Is relevant projects is technically sound and does it build in any resilience to climate change?	J.C.5.2 Evidence suggests that relevant projects is technically sound and resilient to climate change	1= there is a high likelihood that factors related to the technical design of the intervention may severely impact the achievement of the results 2 = there is a substantial likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results 3= there is a relatively low likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results 4= there is a very low likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results
Has relevant projects fostered and enabled sustainable partnerships to forge and encouraged ownership of project results with beneficiaries?	J.C.5.3 Evidence suggests that relevant projects has forged sustainable partnership and ownership of project results with beneficiaries	1= relevant projects has not been effective at involving the relevant stakeholders and there is no sense of ownership amongst the beneficiaries. No partnerships with relevant stakeholders have been established to ensure the continued maintenance and management of project outputs 2= relevant projects have only involved a small number of stakeholders and there is limited ownership among beneficiaries. No partnerships with relevant stakeholders have been established to ensure the continued maintenance and management of project outputs 3= relevant projects have been effective in involving most stakeholders and promoting a sense of ownership among beneficiaries. Partnerships with relevant stakeholders (local authorities, civil society organizations, private sector) have been established and are deemed sufficient enough to ensure the continued maintenance and management of project outputs 4= relevant projects have been effective in involving all relevant stakeholders and there is a strong sense of ownership among beneficiaries. Partnerships with relevant stakeholders (local authorities, civil society organizations, private sector) have been established and stakeholders are dedicated deemed sufficient enough to ensure the continued maintenance and management of project outputs

Specific Questions	Judgement Criteria	Judgement Scores
To what extent has the AfDB assisted RMCs to appropriately assess and implement environmental/climate/social mitigation/enhancement measures?	J.C.5.4 Evidence shows that relevant projects results are environmentally and socially sustainable (only apply to Environmental Category I and II projects)	1= The Environmental and Social Management Plan (ESMP) has not been implemented; institutional capacity and funding are not available to ensure the environmental and social sustainability of the operation 2= The ESMP has been implemented with major delays or in an unsatisfactory manner; institutional capacity and funding are deemed insufficient to ensure the environmental and social sustainability of the operation 3= The ESMP has largely been implemented in a timely and satisfactory manner; institutional capacity and funding are deemed sufficient to ensure the environmental and social sustainability of the operation 4= The ESMP has largely been implemented in a timely and satisfactory manner; institutional capacity is strong and there is sufficient funding to ensure the environmental and social sustainability of the operation
Impact		
To what extent was the expected impact resulting from the AfDB intervention delivered	JC6.1 Expected impact delivered, contributing to RMCs' development goals	1 = Minimal impact delivered, falling short of RMCs' development goals. 2 = Partial impact delivered, with moderate contribution to RMCs' development goals. 3 = Significant impact delivered, aligning with RMCs' development goals. 4 = Comprehensive impact delivered, substantially contributing to RMCs' development goals.
To what extent has the AfDB delivered the outcomes expected?	JC6.2 AfDB delivers expected outcomes, driving sustainable development in transport sector	1 = Inadequate delivery of expected outcomes, hindering sustainable development in the transport sector. 2 = Partial delivery of expected outcomes, with moderate progress towards sustainable development. 3 = Effective delivery of expected outcomes, driving sustainable development in the transport sector. 4 = Strong delivery of expected outcomes, significantly advancing sustainable development in the transport sector.
What are the benefits/disbenefits resulting from the programme?	JC6.3 Programme benefits outweigh disbenefits, contributing positively to RMCs' development	1 = Disbenefits outweigh benefits, negatively impacting RMCs' development. 2 = Partial balance between benefits and disbenefits, with mixed impact on RMCs' development. 3 = Benefits outweigh disbenefits, contributing positively to RMCs' development. 4 = Benefits substantially outweigh disbenefits, significantly contributing to RMCs' development.
What factors have affected progress towards the objectives and how are they linked to the AfDB intervention?	J.C.6.4 Factors affecting progress identified and addressed, optimising project outcomes	Assessment of contributing factors - provided as qualitative commentary

Annex 2 – Potential contextual factors

The following is a long list of potential contextual factors, before we refine them into a much shorter list. Firstly, we present the list of factors related to increased *provision* of public transport (as defined by the Oxford Dictionary are: buses, trains, airplanes, ferries, and other forms of transport that are available to the public, charge set fares, and run on fixed routes), and then expand the list for increased *take-up* of public transport.

Possible contextual factors in the case of increased *provision* of public transport (PT):

- Socio-economic factors
  - Increased population wealth;
  - Increased economic activity;
  - Changed mobility needs by user groups;
- Spatial factors
  - Increased urban population density;
  - Increased mixed-use land use;
  - Decreased urban sprawling;
- Governance arrangements
  - Increased financing of public transport;
  - Increased urban planning control;
  - Increased land use and housing control;
  - Improved public procurement processes;
  - Increased level of decentralization for transport decisions;
  - Increased level of joined-up planning between local and central governments;
  - Increased integration of informal transit networks, carpooling and ride-sharing;
- Economic arrangements
  - Increase in cost of parking facilities;
  - Reduction in economic/fiscal support of private vehicle usage (fuel subsidies, tax breaks, etc.);
  - Increased use of road pricing to disincentivize driving;
  - Increased financing of PT development;
  - Increased subsidies for the operating of PT;
  - Increased allocation of land for sustainable transport projects;
  - Increased availability of rolling-stock/fleets;
  - Reduction in fuel price fluctuations (and its impact on the types of transport used)
- Policy arrangements
  - Reduction in policy supporting increased urban road speed;
  - Increased consideration of accessibility of public transport in public policies;
  - Strong regulatory and institutional frameworks that preserve investments;
  - Increased durable strategic programs to rehabilitate existing transport infrastructure;
  - Clearer processes for identifying and implementing public transport in new corridors;
  - Increased regional masterplan for development of transport infrastructure across countries;
  - Increased separation of operations and infrastructure of transport systems;
  - Increased encouragement of the intervention of the private sector through public-private partnerships;
  - Increased focus on maintenance structure and funding mechanism;
  - Increased policy focus on human capital (workforce and training);
  - Increased policies on provision of telecommunications and signaling services;
  - Increased focus on the transition to cleaner vehicles

- Regulatory arrangements
  - Increased harmonized construction, operations and maintenance standards across countries
  - Increased prohibition of driving in certain urban areas
  - Increased vehicle standards (i.e. tightening of vehicle fuel/emissions standards)
  - Increase vehicle access restrictions (bus lanes, licence plate restrictions, traffic bans, etc.)
  - Increase in vehicle parking restrictions (number of spaces, etc.)
  - Increase in vehicle operational restrictions (speed limits, etc.)
- Information arrangements
  - Increased use of information campaigns to encourage motorists to find alternatives
  - Increased use of campaigns to decrease the perception of the status of private vehicle
  - Increased information provision to end-users on transport costs and time
  - Increased awareness of population on the role and use of public transport
  - Increased awareness of population on public transport safety
  - Increased awareness of population for the need of social inclusion
  - Increased public awareness of carbon emissions and other pollutants (emissions, noise)
  - Increased public awareness of climate change
  - Integrated AI technology in managing load factors

Additional possible contextual factors in the case of increased *take-up/usage* of public transport (PT):

- Attractivity of public transport
  - Decreased attractivity of other transport modes
  - Increased affordability of PT
  - Decreased travel distances
  - Increased spatial accessibility of PT
  - Increased physical accessibility of PT for all user groups
  - Adequate match of PT needs and PT supply (location, frequencies, vehicles, etc)
  - Adequate consideration of the schedules of PT services vs. need of all user groups
  - Increased capacity of PT
  - Increased urban road congestion
- Societal culture and aspirations
  - Decreased perception of the status of private vehicle
  - Increased public support on the role and use of public transport
  - Perception of increased transport safety by PT vs private vehicle (especially, but not exclusively, gender aspects)
  - Increased perception of the need for social inclusion
  - Increased public consideration of carbon emissions and other pollutants (emissions, noise) and the impact from the transition to cleaner vehicles
  - Increased public support for policies to address climate change

Annex 3 – Summary of cluster evaluation approach

Cluster evaluation purpose and objectives

The evaluation will examine a cluster of AfDB-supported rail and aviation transport projects and will assess their relevance, coherence, efficiency, effectiveness, and sustainability.

Cluster evaluation questions

The cluster evaluation will draw lessons including good practices to improve the planning, design, management and implementation of AfDB-funded rail and aviation projects. It will answer both retrospective and forward-looking key questions of: **"How impactful has the Bank's support to RMCs been in achieving their national as well as regional development outcomes in rail and aviation transport sub-sectors"** and **"How the Bank could do better in supporting these two sub-sectors, responding to recent developments and current topical issues like climate change"**.

- **EQ1 Relevance**: To what extent do the Bank's interventions' objectives and design respond to beneficiaries' global, country, and partner/institution needs relative to rail and air transport development and continue to do so if circumstances change?

- **EQ2 Coherence**: To what extent do other Bank interventions (particularly policies) support or undermine the Bank's interventions in rail and air transport sectors and vice versa? To what extent were synergies and interlinkages between the Bank's interventions in the air and rail transport sectors and other Bank interventions optimized? And to what extent are the Bank's interventions in the air and rail transport sectors complementary, harmonized and coordinated with other development partners' support to RMCs, adding value while avoiding duplication of effort?

- **EQ3 Effectiveness**: How effective has the Bank been in achieving its policy and strategic objectives and results with regard to the two sub-sectors? What is the level of achievement of development objectives of RMCs? Which factors have enabled or hampered success?

- **EQ4 Efficiency**: How efficient (timeliness and resource use) has the Bank been in delivering its support to the two sub-sectors in RMCs?

- **EQ5 Sustainability**: How sustainable are the development results (outputs and outcomes) of the Bank's support in meeting the present and future rail and air transport needs of beneficiaries?

Cluster evaluation scope

The evaluation will examine a cluster of AfDB-supported rail and aviation transport projects and will assess their relevance, coherence, efficiency, effectiveness, and sustainability. The evaluation will cover projects approved during the period 2012-2021, as well as projects approved before but completed during the evaluation period. This will allow the evaluation to enhance the learning aspect.

Projects will be selected purposively to identify good practices and draw lessons accordingly. Selection criteria will include: (i) contribution to AfDB's High 5s, i.e., Integrate Africa and Industrialize Africa, (ii) regional representation, (iii) country categorization (MIC, LIC, transition states, etc.), (iv) type of financing (ADB, ADF, NTF), and (v) scale/size of the operation.

Theory of change for the cluster evaluation of Rail and Aviation Projects

IDEV provided Steer with a theory of change for the cluster evaluation, which Steer has adapted to improve consistency with the Sector Theory of Change and to add detail on rail and aviation issues. The elements are as follows:

Situation statement/issues:

- Inadequate rail and aviation infrastructure: The lack of adequate existing rail and aviation infrastructure poses a significant challenge. Efficiency and connectivity of transportation networks are impacted, impacting the movement of passengers and freight.

- Low quality rail and aviation infrastructure with limited climate resilience: The existing rail and aviation infrastructure exhibit poor quality and lack sufficient thought or futureproofing for climate resilience, reducing their lifespans.

- Inadequate maintenance and weak project governance, management, and technical operational skills: Limited/low quality maintenance practices, coupled with deficiencies in project governance, management, and technical skills, contribute to the suboptimal performance and sustainability of transport projects.

- Unsatisfactory safety record: A poor safety record in the transport sector necessitates comprehensive measures to enhance safety protocols, infrastructure, and overall operational practices. In the aviation sector, a poor safety record also prevents access to international markets.

- Unreliable transport services: The lack of reliability in transport services poses challenges for both passengers and freight. Improving reliability is crucial for fostering trust and dependability in transportation networks.

- Limited connectivity and service availability in rail and air transport: The low level of connectivity, particularly in rail and air services, coupled with insufficient direct or hub connectivity, creates obstacles in the transportation network. Enhancing service availability and connectivity is vital for a more integrated and efficient transport system.

- High transport costs due to poor connections, logistics, aging equipment, lack of access to locally skilled staff (particularly airline pilots). Lower volumes prevent economies of scale from being achieved. Lack of access to international finance can mean the need for cash payments for expensive equipment such as aircraft. Addressing these issues, along with improving management skills and the availability of a skilled workforce, is essential to reduce costs and enhance overall efficiency.

- High passenger fares and freight shipper charges. These are a consequence of higher costs, but there is also a feedback loop as higher fares and charges lead to lower demand and this in turn reduces the opportunities for economies of scale and more efficient operation.

Inputs/activities (the financial, human, organizational and institutional resources mobilized by the Bank to support its transport projects). The inputs can be broken down into two aspects – Lending and Non-Lending Support. These are the same as explained in the Sector evaluation above.

Outputs (the immediate results expected from the inputs and activity undertaken by the Bank). These immediate outputs are given in detail within the Evaluation Matrix within this document, but as per the sector level above, are separated into Infrastructure, Capital Equipment, and Soft Investment Categories. These are more focused on capturing individual Key Performance Indicators within the Rail and Aviation spheres.

Direct outcomes (the immediate resulting effects of the delivered projects on the local area and region). These direct outcomes resulting from project outputs include all those mentioned at the sector level, but with reference to rail and aviation outcomes. These are Better domestic and international connectivity, Improved transport efficiency & safety, Enhanced institutional capacity, and Improved accessibility to public services. The detailed metrics which will be used to measure these are also listed in the Evaluation Matrix within this document.

Intermediate outcomes (effects on the broader region, sector, economy, and demographics). These are more closely related to the sector level intermediate outcomes as they are one more step removed from the initial project interventions. These are more long-term anticipated effects which result from the direct outcomes described above. They include Greater regional integration, Improved Competitiveness, Improved employment including youth and women, Improved export and productivity of agricultural produce, and Improved access to socioeconomic services.

Long-term outcomes (broad end objectives of the portfolio of transport projects). These long-term outcomes sit under Inclusive Growth and Green Growth; these are the same of the sector level long-term outcomes.

Some assumptions underlying the Cluster Theory of Change are shown in the table below.

Table 16: Cluster theory of change assumptions

For the overall AfDB's Support for Rail and Aviation Sub-sectors	For Inputs to lead to Outputs	For Outputs to lead to Direct Outcomes	For Direct Outcomes to lead to Intermediate Outcomes	For Intermediate Outcomes to lead to Impacts
The project outcomes align with the objectives of the AfDB	Projects are delivered to budget and on time.	Projects are staffed and managed by personnel with the appropriate skills and experience in rail or aviation to ensure successful delivery. Projects (especially infrastructure) are well maintained after the construction period.	Key existing and integrated interventions do not fall into disrepair, are cancelled, or abandoned because of the AfDB project	These projects are additional in encouraging growth and other key priorities and does not just replace future RMC or organization funding which would otherwise be used
The AfDB has the relationships with RMC's enabling them access to deliver projects within Africa	The scope and purpose of the project are clearly defined at inception and all parties are aware and agree with the end goal	Use of the project is costed at a level which ensures its viability and allows local populations access	Countries set aside adequate funds for O&M and improve procurement of maintenance services	Countries apply trade agreements
AfDB is the organization best placed to deliver these projects and has the funding available	Changes made to the project are taken to counteract or take advantage of changes to context or strategy	Enough staff are appropriately trained in using the infrastructure or equipment	Businesses and individuals are aware of the benefits and costs of using the new project and how it can be used alongside other existing interventions	
	Risks are well managed and mitigated	The demand for the project is as anticipated at inception stage	Better access encourages project use by women and youth	
	The project is accurately costed with sufficient provision for optimism bias/overspend	Project design was appropriate (and was conscious to safety, time saving, gender, and sanitation issues)	Countries recruit and deploy skilled people for operating the infrastructure	
	The project delivery workers (for infrastructure this would be construction workers) have the skillsets and expertise to deliver	Countries provide the necessary funds, equipment, authorizations	Local populations safely use the road and help to maintain all delivered infrastructures in good conditions	
		Countries fulfil conditions for disbursement in a timely manner		

Summarizing the ToC, the situation statement highlights several challenges in the rail and aviation sectors. Inadequate infrastructure, both in terms of quantity and quality, hinders transportation networks, affecting the movement of passengers and freight. The existing low-quality infrastructure lacks climate resilience, reducing its lifespan. Inadequate maintenance, weak project governance, and technical operational skills contribute to suboptimal project performance and sustainability. Safety concerns, unreliable services, limited connectivity, and high transport costs further exacerbate the issues.

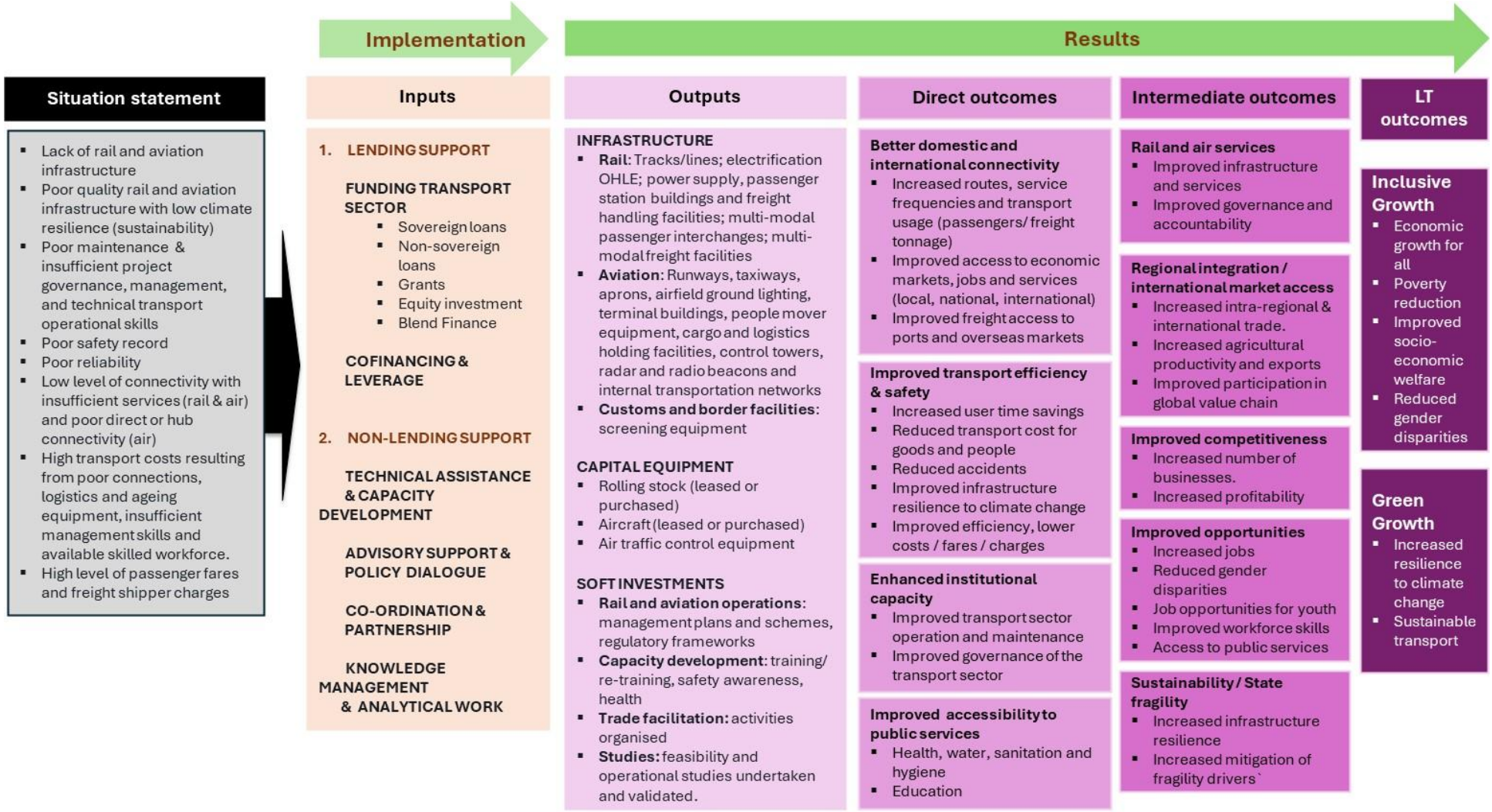
Inputs and activities from the Bank include both lending and non-lending support, as detailed in the sector evaluation. These resources aim to address the identified challenges and enhance the transport projects' effectiveness.

Outputs, categorized into infrastructure, capital equipment, and soft investments, focus on key performance indicators within the rail and aviation sectors. Direct outcomes include improved connectivity, transport efficiency and safety, enhanced institutional capacity, and accessibility to public services, with detailed metrics provided in the evaluation matrix.

Intermediate outcomes anticipate greater regional integration, improved competitiveness, enhanced employment, productivity, and access to socioeconomic services. Long-term outcomes align with inclusive growth and green growth objectives. The comprehensive approach outlined in the document aims to address immediate challenges and create lasting positive impacts on the broader region and economy.

The diagram (Figure 14) on the following page sets out the Theory of Change for the Cluster Evaluation.

Figure 14: Theory of change for the cluster evaluation



Rail and aviation cluster evaluation matrix

The table below sets out the evaluation design matrix for the Rail and Aviation Cluster Evaluation. This covers the five Cluster Evaluation Questions set out in Section 2.2 above and considers the following items for each Evaluation Question:

- Evaluation criterion
- Main evaluation question
- Theme
- Evaluation sub-questions
- Sector indicators (measures)
- Judgement Criteria
- Data collection methods (desk top review, stakeholder interviews or focus groups)
- Evaluation lines of evidence (Programmes Review, Policy & literature, Benchmarking, Project Document Review, Project Results Assessments, Eight In-Depth Case Studies, Eight Desktop Project Reviews)

Table 17: Rail and Aviation Cluster Evaluation Framework

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
Relevance														
	Relevance of objectives													
To what extent do the AfDB's interventions' objectives and design respond to beneficiaries' global, country, and partner/institution needs relative to rail and air transport development and continue to do so if circumstances change?	Alignment with AfDB's corporate strategies	Were the project objectives, as outlined in the Project PAR, aligned and consistently maintained with the overarching objectives of the African Development Bank (AfDB) as reflected in the Ten-Year Strategy (TYS) and Country Strategy Paper (CSP)?	Alignment between rail and aviation cluster projects' objectives and the AfDB TYS, High 5s, African Union Agenda 63, SDGs, and sector strategies	JC1.1 The project objectives (per the Project PAR) were and remained in line with the AfDB objectives (TYS, CSP)	x	x		x	x	x	x			x
		Did the project objectives, as detailed in the Project PAR, consistently align with the High 5s, African Union Agenda 2063, Sustainable Development Goals (SDGs), and relevant sector strategies throughout the project lifecycle?		JC1.2 The project objectives (per the Project PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies	x	x		x	x	x	x			x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
	Alignment with RMCs, RECs and end-beneficiaries' needs	To what extent has the project been responsive to the evolving needs of RMCs, RECs and the local populations (including women)?	Extent to which cluster projects' objectives are aligned with applicable national and regional priorities, and end-beneficiaries' needs.	JC 1.3 The project objectives responded to country needs including local population, including women and young people	x	x			x	x	x		x	
	Additionality for non-sovereign operations (NSOs)	To what extent could the project have been implemented without the AfDB input (financial and nonfinancial) with the same scope, quality and/or timeframe?	Financial and non-financial additionality of the private sector operations	JC1.4 AfDB input was required to create project scope, quality, and within allocated timeframe; implementation without it AfDB input would be uncertain	x	x					x			x
	Relevance of design													
To what extent do the rail and aviation cluster projects' design respond to beneficiaries' global, country, and partner/institution needs relative to rail and air	Quality of design	Considering predictable factors, did the project design ensure effective outputs and outcomes that were in line with the stated objectives, discounting unpredictable external stimuli?	Quality of project design (inclusive design, strong rationale and causation chains, quality of risk mitigation strategy, quality of monitoring system.	JC1.5 Project designs are appropriate (discounting unpredictable external stimuli), ensuring effective outputs/outcomes and alignment with objectives	x					x	x	x	x	

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
transport development and continue to do so if circumstances change?		In cases where applicable, to what extent did the project design integrate the unique characteristics and challenges of fragile states?	Extent to which the project design considered and integrated country specific characteristics of fragile states	J.C.1.6 The project design integrates the peculiar characteristics of fragile states (only where relevant)										
		Regarding the intervention's design, assess the clarity and focus of the objectives. Evaluate the realism of intended outcomes given the country's current circumstances, the quality of risk assessment, appropriateness of solutions, relevance of modifications, and consideration of prevailing circumstances.	Project includes: (i) objectives clearly stated and focused on outcomes; (ii) realistic intended outcomes; Bank's role, capacity, and lending & non-lending capabilities; (iii) appropriate solutions to the identified problems	J.C.1.7 The intervention's designs has clear objectives: (i) The extent to which the intervention'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; (iii) The quality of risk assessment (assumptions	x						x		x	x
			Availability of sufficient resources to achieve project outcomes.		x						x	x		
	Causal chain		Can a reasonable connection be established between the proposed project and the intended outcomes?		x						x	x	x	x
	Risks & Mitigations		Extent to which project risks were considered and mitigatory steps outlined for corresponding issues.		x	x					x			x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
	Design alterations		Extent to which design alterations were necessary before delivery, and if so indication of what they were	made in the logic model); (iv) The extent to which intervention design adopted the appropriate solutions to the identified problems; (v) The relevance of modifications made to intervention design; (vi) The circumstances prevailing at the time of the evaluation. The evaluator should assess to what extent potential negative impacts were identified, their likelihood of occurring and how they might be avoided.	x	x					x		x	
	Evolution and adaptation	How did the project design adapt over time in response to changing and unpredictable external stimuli?	Extent to which the rail and aviation cluster projects adapted over time to take into account RMC's changing needs.	J.C.1.8 The design of the project altered over time in response to changing and unpredictable external stimuli	x	x			x		x	x		

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
		Did the project design reference past lessons learned and incorporate them into decision-making processes?	Extent to which rail and aviation cluster projects take in account of past lessons learnt	J.C.1.9 The intervention design references design decisions made due to previous lessons learnt.		x			x		x		x	x
Coherence														
	Internal Coherence													
To what extent do other AfDB interventions (particularly policies) support or undermine the AfDB's interventions in rail and air transport sectors and vice versa? To what extent were synergies and interlinkages between the AfDB's interventions in the air and rail transport sectors and other AfDB interventions	Interventions linkages	To what extent do other AfDB interventions support or undermine the rail and aviation cluster projects and vice versa?	The linkages and disparities between other transport interventions/policies the AfDB is supporting (financially or otherwise) which are close to the RMCs and/or closely related projects in other RMCs.	JC2.1 Other AfDB interventions and rail/aviation projects are mutually beneficial	x				x	x	x		x	
			Assessments undertaken analysing the impact the proposed project on existing projects across the transport portfolio.		x	x			x		x	x	x	
	Integrated solutions	To what extent were synergies between the AfDB's interventions in the transport sector and other AfDB interventions optimised (integrated solutions)?	Examination of the consideration taken for existing AfDB interventions when this project was proposed.	J.C.2.2 The projects tried to establish synergies with other Bank's or other donors' interventions in the country/region	x	x			x		x			

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
optimized? And to what extent are the AfDB's interventions in the air and rail transport sectors complementary, harmonized and coordinated with other development partners' support to RMCs, adding value while avoiding duplication of effort? How suitable was the project design, and to what degree was implementation feasible?		Were other AfDB or donor projects within the surrounding area considered in the project selection criteria?	Selection criteria of projects which relate to linkages/synergies of existing projects.	J.C.2.3 The project selection criteria considered other AfDB or other donor projects within the surrounding area	x	x			x		x			
		How did project management staff consider the opportunities and risks posed by AfDB or other donor projects initiated during project delivery?	Consideration of synergies and linkages across the transport sector with other projects throughout delivery and after project closure.	J.C.2.4 The project management staff considered the opportunities and risks of AfDB or other donor projects which initiated during delivery	x	x			x		x	x	x	
	External Coherence													
To what extent are the AfDB's interventions complementary, harmonized and coordinated with other development	Synergies and trade-offs	To what extent are the AfDB's interventions complementary, harmonized and coordinated with other development partners' support to RMCs, adding value while avoiding duplication of effort?	Number of other (non-AfDB) interventions examined and analysed when this project was proposed.	J.C.2.5 AfDB interventions complement, harmonize, and coordinate with other development	x	x					x		x	
			Amount of RMC involvement in project initiation, identification, selection, and approval		x						x		x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
partners' support to RMCs, adding value while avoiding duplication of effort?			Presence of a detailed risk register	partners, adding value	x						x			x
Effectiveness														
	Outputs Achievement													
To what extent has the AfDB been effective in achieving its objectives and results with regard to transport development across different groups of beneficiaries including women and youth?	Output delivery	To what extent were transport projects' outputs delivered as planned?	Volume of rail track/stations/airport terminals constructed or rehabilitated and functioning.	J.C.3.1 Project outputs were realised as expected	x						x	x	x	x
			Air traffic management systems installed/rehabilitated.		x						x	x	x	x
			Air: runways/taxiways/aprons built/extended/rehabilitated; airfield ground lighting installed; terminal capacity built/rehabilitated; cargo facilities built/rehabilitated.		x						x	x	x	x
			Air: Revised air traffic and safety regulations		x						x	x	x	x
			Rail: track km built/rehabilitated, electrified; stations built/rehabilitated; freight handling facilities built/rehabilitated.		x						x	x	x	x
			Rail: signalling systems installed/rehabilitated		x						x	x	x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
			No. of Functioning capital equipment funded at least in part by AfDB project funding (e.g., rolling stock, aircraft, trains)		x						x	x	x	x
			No. of accessibility related infrastructure installed (e.g., ramps, lifts…).		x						x	x	x	
			No. of climate resilient related infrastructure installed (e.g., strengthened bridges, upgraded road drainage systems, elevated roadways in flood-prone areas, permeable pavements, etc.,)		x	x					x	x	x	
			No. of gender conscious related infrastructure installed (e.g., better access to sanitation facilities, train stations, etc.,).		x	x					x	x	x	
			No. of logistics related intermodal terminals, inland ports, distribution centres, transportation hubs, freight villages, logistics parks, cross-docking facilities, integrated transport terminals.		x						x	x	x	
			Number of transport regulatory/governance reforms implemented.		x				x	x	x		x	
			Number of transport awareness campaigns delivered (proportion		x	x					x		x	

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
			targeting women and/or young people).											
			Number of studies/manuals undertaken and used by clients.		x						x		x	
	Outcomes Achievement													
	Outcomes	Can you provide evidence demonstrating that the project has effectively increased the movement of people and goods, enhanced multimodality, and improved access to markets?	Volume of exports/imports	J.C.3.2 Evidence shows that the project has increased movement of people and goods, improved multimodality and access to markets	x									
			Volume of goods that transit via rail and aviation.		x				x				x	x
			Average travel time to markets		x				x					
			Movement speed of agricultural produce to nearest major market		x				x			x	x	x
			Traffic measures (etc., transport capacity percentages)		x				x			x	x	x
			Increased capacity in custom		x							x	x	x
			Transport usage amounts (etc., number of vehicles using infrastructure/route before and after project, number of passengers moved, tonnage of freight transported)		x								x	x
			Change in the modal share for freight and passengers		x				x			x	x	x
		How compelling is the evidence suggesting that the	Improved border crossing and freight management	J.C.3.3 Evidence suggests that	x	x							x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
		project has contributed to enhancing the capacity to sustainably manage transport infrastructure?	Timely budgetary allocations and disbursements of O&M expenditures	project has contributed to increase capacity to manage sustainably transport infrastructure	x							x	x	x
			Customer satisfaction survey scores		x				x				x	x
			Revenue generated by the projects Improved competitiveness		x								x	x
			Transparency Index score for financial reporting		x				x			x	x	x
		What evidence supports the claim that travel time and transport costs have been reduced as a result of the project's implementation?	Average cost to transport 1 tonne of goods over the same distances	J.C.3.4 Evidence suggests that travel time and transport costs have been reduced	x				x			x	x	x
			Average cost to passengers/travellers of the journey before and after the project		x				x			x	x	x
			Average daily delays to passengers and goods		x				x			x	x	x
		To what extent does the evidence indicate that the project has improved access to basic services such as healthcare, water, and education, while also creating job opportunities for all, including women and youth?	Average distance/time to the nearest healthcare centre, water fountain, school	J.C.3.5 Evidence suggests that the project has improved access to basic services (healthcare, water, education) and contributed to create job opportunities for all (including women and youth)	x	x			x	x			x	x
		Based on available evidence, how has the project	Revised air traffic and safety regulations	J.C.3.6 Evidence suggests that	x				x	x			x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
		contributed to enhancing transport safety?	Average number of accident/fatalities before and after the project.	project has contributed to improve transport safety	x				x				x	x
			Enforcements of safety standards		x	x			x	x			x	x
			Implementation of freight load limits		x				x			x	x	x
		Is there evidence demonstrating that the project did not lead to unintended negative effects on local populations and the environment, and if such effects occurred, were they successfully mitigated?	Conditions improve for local people and climate; any adverse effects were mitigated	J.C.3.8 Evidence suggests that project has not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred, they were successfully mitigated	x	x			x	x			x	x
		How does the evidence indicate that the project had a positive impact on regional integration?	Number of temporary and long-term jobs generated by the projects locally	J.C.3.9 Evidence show that the project had a positive impact on regional integration	x				x			x	x	x
			Number of economic activities generated by the project locally		x	x						x	x	
Efficiency														

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
To what extent are the AfDB's interventions in the transport sector efficient (time and resource utilization) from both program and institutional perspectives?	Results delivery	Were delays present during the delivery of the project?	Comparison of project expected and actual time plan (length of delays)	J.C.4.1 Evidence proves that projects did not suffer delays in the implementation	x	x			x	x	x		x	x
			Number of months projects took to get to approval from identification/inception		x	x			x	x	x		x	x
			Number of months the project took to begin delivery activities (training sessions/construction) from approval		x	x			x	x	x		x	x
			Time to project start		x					x			x	x
			Time allocated to project supervision		x						x		x	x
			Timely allocation of funding (AfDB and partner)		x								x	x
			Timely and transparent selection of construction companies		x								x	x
			Timely and fair management of resettlements and compensation schemes		x								x	x
			Time for delivering non-objection		x								x	x
			Completeness and timely delivery of project reports		x								x	x
		Were there cost overruns and were costs proportionate to the construction?	Comparison of expected and actual costs	J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently	x					x	x		x	x
			Timely fulfilment of contract covenants		x					x			x	x
			Disbursement rate		x								x	x
			Timely availability of the local counterpart funds		x								x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
			Timely compensation and resettlements		x								x	x
		How does the evidence demonstrate that the project was implemented as planned?	Benefits cost ratios of the projects (by type i.e., broken down by capacity building/infrastructure constraints)	J.C.4.3 Evidence shows that the project was implemented as planned	x	x					x		x	x
			FIRR, EIRR, NPV		x								x	x
	Cost Benefit Analysis (CBA)	To what extent were the costs of the intervention funded by the AfDB commensurate to their planned benefits?	Variations in ex-ante ERR/NPV forecasts and updated ERR/NPV forecasts in the project PCR	J.C.4.4 Evidence proves that project costs were commensurate to benefits	x	x							x	x
	Governance and institutional efficiency	To what extent has AfDB's governance structure hindered project output delivery?	Responsiveness to AfDB or executing agency demands	J.C.4.5 AfDB's governance processes and project output delivery	x								x	x
			Number of collaborative arrangements		x	x							x	x
			Number of issues successfully tackled by the AfDB		x								x	x
			Number of supervision missions		x								x	x
			Number of lessons learnt integrated in project design and implementation		x	x							x	x
Sustainability														
To what extent are the net benefits of the AfDB-funded rail and aviation	Strategy Development	Will the project continue to deliver at the same level in the future, are systems and budgets in place to ensure this?	Credible and funded maintenance programme in place	J.C.5.1 Evidence suggests that the project is financially sustainable	x	x						x	x	x
			O&M plan in place and working			x								

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
cluster projects sector sustainable?			Monitoring system in place and operational		x	x							x	x
			No. of transport operating staff (jobs)		x						x	x	x	
			Number of people trained		x						x	x	x	
			No. of annual maintenance tasks		x						x	x	x	
			Cost of annual maintenance tasks		x						x	x	x	
			Timely budgetary allocations and disbursements of O&M expenditures		x	x						x	x	x
			Budgets used on revenue collection mechanisms		x					x		x	x	x
			Budgetary allocations against projected costs		x	x				x		x	x	x
			Amount of revenues against projected costs		x	x						x	x	x
			Cost recovery ratio (user fees)		x					x		x	x	x
			Number of permanent staff employed to operate the infrastructure		x							x	x	x
			Number of qualified staff employed to operate the infrastructure		x							x	x	x
			Premature deterioration of the project assets due to inappropriate use or lack of regular maintenance		x	x				x		x	x	x
		Is the project is technically sound and does it build in	Evidence of long-term technical sustainability of assets	J.C.5.2 Evidence suggests that the project is	x	x				x		x	x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
		any resilience to climate change?	Evidence of technical measures to ensure climate resilience and adaptation	technically sound and resilient to climate change	x	x				x		x	x	x
		Has the project fostered and enabled sustainable partnerships to forge and encouraged ownership of project results with beneficiaries?	Number of local committees and/or partnerships related to the new infrastructure	J.C.5.3 Evidence suggests that the project has forged sustainable partnership and ownership of project results with beneficiaries	x	x						x	x	x
	Environmental/ Climate/ Social Mitigation Monitoring	To what extent has the AfDB assisted RMCs to appropriately assess and implement environmental/climate/social mitigation/enhancement measures?	Assessment of poaching activities	J.C.5.4 Evidence shows that the project results are environmentally and socially sustainable	x	x			x				x	x
			Increase in HIV/AIDS and other sexually transmitted diseases		x				x				x	x
			Number of social infrastructure/socio-economic actions delivered		x						x	x	x	x
			What proportion of temporary and long-term jobs were occupied by women and/or young people		x						x	x	x	x
			The proportion of women and young people among all those trained		x						x	x	x	x
			Controlled emission of carbon, air, soil and water pollutants		x						x	x	x	x
			No. of users accessing the route for education, i.e., travelling to school or university		x						x	x	x	x
			Preserved biodiversity		x	x			x				x	x

Cluster Evaluation Criteria & Questions	Theme	Specific Questions	Key Indicators	Judgement criteria	Data Collection Method			Evaluation Lines of Evidence						
					Desk Review	Interviews/Online survey	Focus Group	Portfolio Review	Policy & literature	Benchmarking	Project Document Review	Project Results Assessments	Project In-depth Review Reports	Project Desktop Review Reports
			Increased deforestation		x	x			x				x	x
			Amounts and adequacy of funds set aside to ensure environmental and social sustainability		x	x			x		x	x	x	x
			Changes in pollution index (water, soil and air)		x				x				x	x
			Change in GHG emissions after the projects		x				x				x	x
Which factors have enabled or hampered success?	Enabling and hindering factors	What factors have affected progress towards the objectives and how are they linked to the AfDB intervention?	Enabling and hindering factors	J.C.5.5 Factors affecting progress identified and addressed, optimising project outcomes	x	x	x		x			x	x	x

The rating grid corresponding to this Cluster Evaluation Framework is shown in table 19 below. It will be also included as an annex within the Report Template for project assessments to be undertaken in the Cluster Evaluation as it will be a key tool in undertaking the project assessments. The Report Template is shown below.

Report Template for Cluster Evaluation

The Cluster evaluation will examine AfDB-supported rail and aviation transport projects and will assess their relevance, coherence, efficiency, effectiveness, and sustainability. The evaluation will cover projects approved during the period 2012-2021, as well as projects approved before but completed during the evaluation period. The Cluster evaluation includes eight in-depth evaluations, involving a field visit, and eight desktop evaluations. In-depth evaluations will be completed by local subcontractors and desktop evaluations will be completed by Steer. Projects selected for in-depth evaluations are listed in Table 20 and projects selected for desktop evaluations are listed in Table 21.

As outlined previously**Erreur ! Source du renvoi introuvable.**, the cluster evaluation includes:

Table 18: Cluster Evaluation Breakdown

Type of Evaluation	Number of Projects	Project Status	Nature[54] [55]	Responsible Party
In-depth	8	Complete	Infrastructure investment	Local subcontractors[56]
Desktop	8	Complete, Abandoned, Terminated	Infrastructure investment, Enabling Environment, Others (Studies)	Steer

Source: Steer and IDEV

Steer and local subcontractors (regional and local consultants) will prepare project reports for each evaluated project. Project reports, both for in-depth and desktop evaluations, will be developed using the standardized report template outlined below.

[54] See Table 2 for definitions of Afdb Support Types

[55] See **Erreur ! Source du renvoi introuvable.** Inputs for Breakdown of Lending and Non-Lending Support

[56] See Figure 13 for project assignment and workplan for subcontractors.

Cluster Evaluation of the African Development Bank Group Rail and Aviation projects (2012-2021) – Template Project Assessment Report

Project Title

Country:

Month/Year:

Picture

Prepared by **Supervised by**

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ABBREVIATIONS AND ACRONYMS

ADF	African Development Fund
AfDB	African Development Bank
REC	Regional Economic Community
RMC	Regional Member Country
PAR	Project Appraisal Report
PCR	Project Completion Report
CSP	Country Strategy Paper

GLOSSARY OF KEY TERMS

Advisory Support	Offering expert guidance and recommendations to aid decision-making in the development and implementation of transport policies and projects.
Blend Finance	A combination of various financial instruments, including loans, grants, and equity, to support a comprehensive approach to funding transport projects
Capacity Development	Strengthening the skills and capabilities of individuals and institutions involved in the transport sector to improve project execution and management.
Cofinancing & Leverage	Strategies involving collaborative funding efforts with multiple partners to maximize financial resources and leverage external investments for the transport sector
Coordination & Partnership	Promoting effective collaboration and coordination among various stakeholders involved in the transport sector to ensure a streamlined and cohesive approach to project implementation.
Direct outcomes	The immediate effects of the delivered projects on the local area and region. (Better domestic and international connectivity, Improved transport efficiency & safety, Enhanced institutional capacity, and Improved accessibility to public services).
Enabling environment projects	This regards the Bank Group's institutional support and technical assistance in the transport sector. It includes

	advisory and capacity-building services, project management and coordination
Equity Investment	Ownership interest in a transport project, entitling the investor to a share of profits and losses
Grants	Funds provided by the Bank without the expectation of repayment, supporting transport initiatives without imposing a financial burden.
Infrastructure investment projects	This relates to all physical transport infrastructure interventions, whether greenfield or brownfield.
Inputs	The financial, human, organizational and institutional resources mobilized by the Bank to support its transport projects (Lending and Non-Lending Support)
Intermediate outcomes	The effects of delivered projects on the broader region, sector, economy, and demographics. (Greater regional integration, Improved Competitiveness, Improved employment including youth and women, Improved export and productivity of agricultural produce, and Improved access to socioeconomic services).
Lending Support	Sovereign Loans Non-sovereign Loans Grants Equity Investment Blend Finance Cofinancing & Leverage
Long-term outcomes	Broad end objectives of the portfolio of transport projects (Inclusive Growth and Green Growth)
Non-Lending Support	Technical Assistance Capacity Development Advisory Support Policy Dialogue Coordination & Partnership
Non-sovereign Loans	Financial assistance extended to entities other than governments, such as private businesses or public-private partnerships, for transport projects.
Outputs	The immediate results expected from the inputs and activity undertaken by the Bank. (Infrastructure, Capital Equipment, Soft Investment).
Policy Dialogue	Engaging in discussions with stakeholders to facilitate the exchange of ideas and perspectives, contributing to informed policymaking in the transport sector.
Sovereign Loans	Financial support provided by the Bank to Governments, involving the borrowing country's commitment to repay.
Study projects	This includes all feasibility studies, preparatory studies, impact studies and knowledge products financed either by the Bank's traditional financing sources or by one of its special funds related to the transport sector.
Technical Assistance	Providing expertise, knowledge, and skills to enhance the technical aspects of transport projects.

EVALUATION SUMMARY SHEET

Project name				
Project code				
Project type				
Country				
Executing agency				
Contract Signature Date (Month/Year)				
Estimated Project Start (Month/Year)				
Actual Project Start (Month/Year)				
Estimated project completion (Month/Year)				
Actual project completion (Month/Year)				
Total project cost				
Project Financing				
Type	**Approved (Currency)**	**Disbursed (Currency)**	**% Disbursed**	**% of Total**
AfDB Grant				
AfDB Loan				
AfDB Equity				
Other Grant				
Other Loan				
Other Equity				
Overall project rating and rationale				
Relevance				
Coherence				
Effectiveness				
Efficiency				
Sustainability				
Stakeholder Performance				
Bank				
Borrower				
Other Stakeholders				
Lessons Learned				
Recommendations				

Notes: For the rating across the evaluation criteria, the following scale applies: Highly Satisfactory (4); Satisfactory (3); 2 Unsatisfactory (2); Highly Unsatisfactory (1)

1. **PROJECT DESCRIPTION (5 PAGES)**
    a. **Introduction:** The Chapter Introduction should include a description of project context, a list of key project stakeholders derived from stakeholder mapping, a breakdown of total project cost by financer and type of finance, a review of the project implementation framework, project addendum and modifications to initial project design[57].

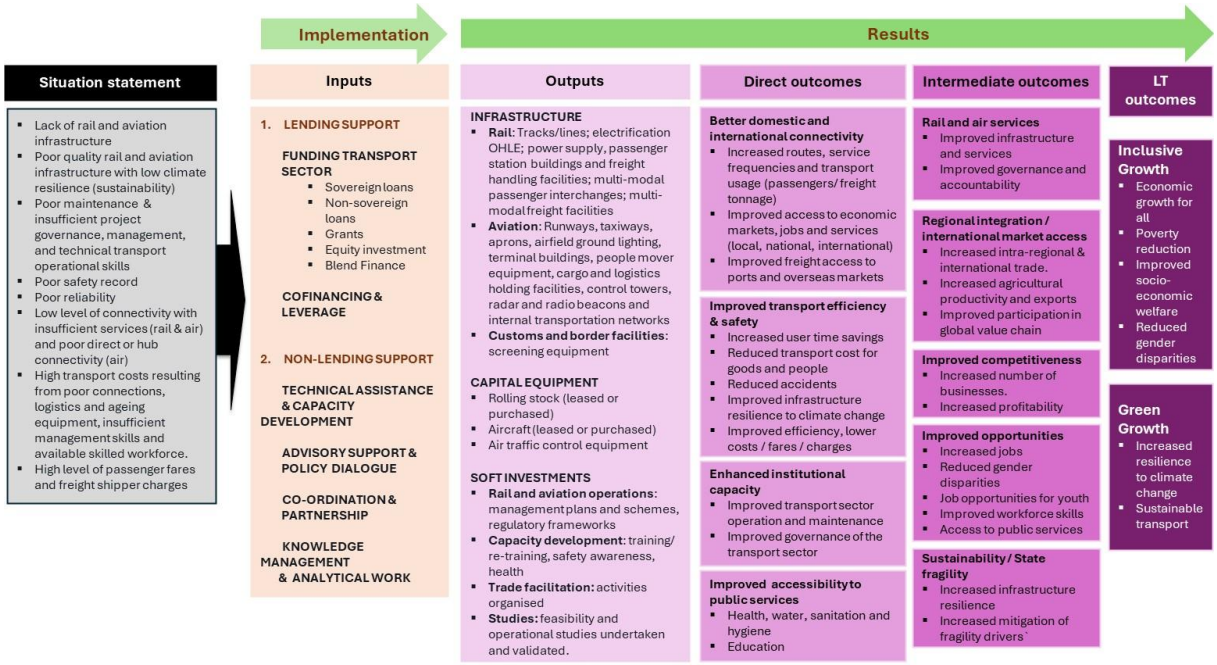
    b. **Project Background:** The aim of this section is to describe the project background[58] including a description of the national strategic framework for transport and Afdb's Country Strategy Paper (CSP) as it relates to transport. It presents the main challenges of the transport sector in the country and the current strategies and investments. This section should focus specifically on the rail and aviation subsectors. Examples of data that can be used include: Volume of rail track/stations/airport terminals constructed or rehabilitated and functioning, Air traffic management systems installed/rehabilitated, Runways/taxiways/aprons built/extended/rehabilitated, Airfield ground lighting installed, Terminal capacity built/rehabilitated Cargo facilities built/rehabilitated, track km built/rehabilitated, electrified, stations built/rehabilitated, freight handling facilities built/rehabilitated, signalling systems installed/rehabilitated.

    c. **Project objectives, rationale, and theory of change:** This section describes the project's rationale, main objectives, scope, and components as outlined in the project's Project Appraisal Report (PAR) and evaluated in the project's Project Completion Report (PCR)[59]. The goal of this section is to explain what the project is, how it was financed, what needs it is addressing, and how it intends to address those needs. The main output of this section is a project specific Theory of Change that describes the causal links between project components. Each project contains the following components[60]:

        i. **Project Specific Theory of Change Chart**: As outlined above, the Project Appraisal Reports (PAR) and Project Completion Reports (PCR) can be used to develop a project specific Theory of Change using the Template below. The Inputs, Outputs, Direct Outcomes, and Long Term (LT) Outcomes sections and subsections can be used with project specific components as seen in Table 1.

Figure 1: Project Theory of Change (Adapted from the generic cluster evaluation theory of change)

[57] Information for the Introduction can be found in the Project Overview Section of the PAR
[58] Information for the Project Background can be found in the Project Rationale section of the PAR
[59] Information on project inputs, outputs, and outcomes can be found in the Project Log frame located in the PAR
[60] The project's ability to deliver these outputs and outcomes is explained and quantified in the PCR



Source: Steer and IDEV

Table 1: Example Project Specific Theory of Change

Inputs	Outputs	Outcomes	Intermediate/LT Outcomes
• Afdb Loans and Guarantees • INVESTEC Loan • Commercial Bank Loan • Air Cote d'Ivoire Equity	• Aircraft • Trained Pilots • Jobs • Business Plan • Aviation Policy Study • Financial audit	• Improved National and Regional Connectivity • Increased passenger volumes • Tourism boost • Increased Aviation industry capacity • Increased Airport Industry Capacity • Increased Airport Capacity	• Aviation Contribution to Economic Growth • Regional Integration and Trade Facilitation

Source: Steer, Air Cote d'Ivoire Modernization and Expansion Program PAR Logical Framework

d. **Financial structure and time frame:** This section illustrates the project timeframe and financing structure.

i. **Financial structure Overview:** the following table can be adapted from the Project Completion Report (PCR):

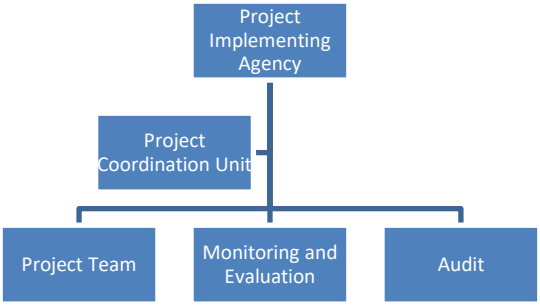
Table 2: Funding Structure

Non-Repayable	Amount (Currency):	Repayable	Amount (Currency):
Grants		Loans	
Project Revenue		Equity	
Total Non-Repayable:		**Total Repayable:**	
Total Project Funding:			

Source: Steer

e. **Project Implementation Structure:** Using the Project Appraisal Report (PAR), create an organizational chart that illustrates the different roles and responsibilities of major stakeholders. The narrative section should summarize the chart with key details extracted from the Implementation Arrangements section of the Project Appraisal Report (PAR)[61].The organizational chart can follow a similar structure to the AfDB's most recently published PARs[62].

Figure 2: Project Implementation Structure



Source: Steer, PIBALT PAR

2. PROJECT PERFORMANCE ASSESSMENT

The Project Performance Assessment consists of a review of how the project performed against Bank's 5 Evaluation Criteria (Relevance, Coherence, Effectiveness, Efficiency, and Sustainability). For each project, components and indicators are specified in the Results-Based Logical Framework of the Project Appraisal Report (PAR). Progress towards these indicators is then measured in the Project Completion Report (PCR), which is organized along the same criteria as this evaluation. These two documents should be the basis for the evaluation.

a) **Relevance (2 pages):** Relevance is the extent to which the objectives and design of a project are consistent with the beneficiary needs, the country's development or policy priorities and strategy, the Bank's Country Strategy Paper (CSP) and the applicable Bank sector strategies.
    i. **Relevance of objectives section** should situate the project in the Afdb and country policy context[63].
    ii. **Relevance of design section** should explain the extent to which the design responded to beneficiary needs and was fit for purpose[64].

a) **Coherence (2 pages):** This section assesses the complementarity and compatibility of the project with respect to other on-going or planned interventions supported by the AfDB, the government or other donors[65].
    i. **Internal coherence section** should address the synergies and interlinkages between the intervention and other interventions carried out by the AfDB, as

[61] See Section 3.3 Implementation Arrangements of the PAR of Air Côte d'Ivoire Modernization and Expansion Program as an example. Côte d'Ivoire - Air Côte d'Ivoire Modernization and Expansion Program | African Development Bank Group (afdb.org)

[62] The chart below is adapted from page 9 of the Multinational - Investment Planning for the Sustainable and Equitable Development of the Lake Chad Basin's Natural Resources (PIBALT) PAR, published on February 1, 2024

[63] For the objectives section, See Context Section (Justification) of Project Appraisal Reports | African Development Bank Group (afdb.org)

[64] For both the objectives and design section, see Relevance Section of Project Completion Report (PCR)

[65] Information on internal and external coherence can be found in the Project Rationale section of the PAR

well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.

ii. **External coherence section** should consider the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

b) **Effectiveness (4 pages):** The assessment of effectiveness evaluates the extent to which the project achieved its stated results, i.e. the intended set of outputs and outcomes. The outputs and outcomes for each project are found the in the Project's Results-Based Logical Framework in the PAR. The project's progress on each output and outcome can be found in the Effectiveness section of the PCR.

i. **Outputs section** should address the extent to which the project delivered Infrastructure, Capital, Soft Investments outlined in its objectives. Each project should be evaluated against the Outputs specified in its PAR. Examples of project outputs are:

1. **Air:** runways/taxiways/aprons built/extended/rehabilitated; airfield ground lighting installed; terminal capacity built/rehabilitated; cargo facilities built/rehabilitated.
2. **Rail:** track km built/rehabilitated, electrified; stations built/rehabilitated; freight handling facilities built/rehabilitated.

ii. **Outcomes section** should address the extent to which the project improves connectivity, transport efficiency, living conditions of the local population, transport safety, institutional development, and regional integration. This section should also address any unintended effects of the project such as positive/negative climate and environmental impact and impact on women and disadvantaged groups. Each project should be evaluated against the Outcomes of its PAR. Examples of project outcomes are:

1. **Improved Connectivity:** Transport usage amounts (number of passengers moved, tonnage of freight transported before and after)
2. **Institutional Development:** Improved capacity of transport agencies through concrete examples (procurement management, safety enforcement, improvements in maintenance schedule and structure)
3. **Transport Efficiency:** Average cost to transport 1 tonne of goods over the same distances (before and after)
4. **Access to Services and Quality of Life:** Number of people able to access to basic services before and after project completion, Number of temporary and permanent jobs created in the project areas.
5. **Transport Safety:** Country approval or safety policy. Improvement of safety enforcement. Reduction/increase in accidents and safety violations compared to the without project scenario
6. **Unanticipated Outcomes:** Discrepancies in project procurement and delivery
7. **Regional Integration:** Extent to which the project has facilitated the movement of goods and people across borders

c) **Efficiency (3 pages):** Efficiency is a measure of how well the project used resources in achieving its outcomes. Information on calculations for timeliness, resource use, cost benefit, and implementation progress can be found in the Efficiency section of the PCR.

i. **Timeliness and cost overruns section** explains the extent to which the project was completed on time and on budget and reasons for delays/cost overruns.

ii. **Resource use efficiency section** explains efficiency as a ratio between the median percentage of physical implementation of project outputs and commitment rate. This is found in the Efficiency Section of the PCR.
iii. **Implementation progress (IP) section** discusses project performance in compliance with covenants, project systems, and financing requirements.
iv. **Cost-benefit analysis (ERR) section** discusses how the Economic Rate of ERR (as reported in project documents and studies) has changed[66].
v. **Efficiency of Bank governance processes section** discusses the extent to which navigating the Bank's approval processes led to delays in project output delivery.

d) **Sustainability (3 pages):** The assessment of sustainability considers the extent to which the project has addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after completion. Information on the financial, institutional, ownership, and environmental sustainability can be found in the Sustainability section of the PCR.
i. **Financial and Institutional sustainability section** should look at the institutional framework and financial structures available to ensure the continuation of the project benefits over time. It looks at rail/aviation governance practices to verify if the existing skills, procedures, incentives, structures, or institutional mechanisms are in place to ensure that the projects will deliver its benefits in the long-term. In the case of rail projects, it will look at the capacity of rail agencies to adequately plan and deliver maintenance.
ii. **Technical Sustainability section** should look at whether the project is resilient to climate shocks. This section should refer to Section IV Investment Priorities of the AfDB Climate Change and Green Growth Strategic Framework: 2021-2025 for the Bank's definitions of projects that support climate adaptation and resilience.
iii. **Ownership and sustainability of partnerships section** should provide an assessment of 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 (local authorities, civil society organizations, private sector, donors) as required for the continued maintenance of the project outputs. As an example, this analysis will investigate how local communities feel about the new infrastructure and to what extent they are committed to and involved in maintenance work.
iv. **Environmental and social sustainability section** examines the sustainability of the project Environmental and Social Management Plan (ESMP), the capacity of country institutions and systems, as well as the availability of funding to ensure the environmental and social sustainability of the operation.

3. **CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS (2 PAGES)**
a) Building upon the key findings of the evaluation, this section summarises the conclusions (evaluator's judgement) on the project performance and draws useful lessons for the Bank. Recommendations will be linked to conclusions and identify ways to improve transport project performance.
4. **ANNEXES**

[66] The Cost Benefit Analysis section discusses variations with respect to the ex-ante forecast in the project Economic Rate of Return (ERR) which is included in the project PCR. This section is not about presenting the consultant's re-assessment of the ERR, but about discussing how the ERR (as reported in project documents or in other studies) has changed.

a) **Annex 1: Summary of rating**[67]

Criteria	Rating and comments
Relevance	
• Relevance of project development objective	
• Soundness of project design	
Coherence	
• Internal Coherence	
• External Coherence	
Effectiveness	
• Outputs achievement	
• Outcomes achievement	
Efficiency	
• Timeliness	
• Resource use efficiency	
• Implementation Progress	
• Cost-benefit analysis	
• Bureaucratic efficiency	
Sustainability	
• Financial and Institutional sustainability and strengthening of capacities	
• Technical soundness	
• Ownership and sustainability of partnerships	
• Environmental and social sustainability	
Overall Project Rating	

b) **Annex 2: Data Sources Used (Project Context & Technical Specification**

Data Source	Process Followed for Data Processing	Software Used for Data Processing	Location of Data	Location of Code	Conclusions

c) **Annex 3: Project Logframe (ex-ante and ex-post comparison)**

[67] The project rating will be drawn from the rating grid that is provided in a separate Excel file

Logframe Type	File Location
Ex-ante (Before Project)	Initial Logframe and indicators can be found in the Project Summary section of the Project Appraisal Report (PAR)
Ex-post (After Project)	Progress on Indicators can be found in the Project Completion Report (PCR)

d) **Annex 4: List of people interviewed**

Name	Organization	Position	Contact details

e) **Annex 5: List of documents and bibliographic references**

Document	Comments

Rating Grid for Project Evaluation

The rating grid below is based on the Rail and aviation cluster evaluation (see Annex 5). It will be included in the Report Template for the Project Evaluations and should be completed by the sub-consultants undertaking the Project evaluations.

Table 19: Rating Grid for project assessment in the Cluster Evaluation

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
Relevance			
Relevance of objectives			
Were the project objectives, as outlined in the Project PAR, aligned and consistently maintained with the overarching objectives of the African Development Bank (AfDB) as reflected in the Ten-Year Strategy (TYS) and Country Strategy Paper (CSP)?	JC1.1 The project objectives (per the Project PAR) were and remained in line with the AfDB objectives (TYS, CSP)	1 = During the implementation period, the project purpose was not aligned with either: i) the Bank's TYS ii) the Country Strategy Paper 2 = During the implementation period, the project purpose was only somewhat aligned with one of: i) the Bank's TYS ii) the Country Strategy Paper 3 = During the implementation period, the project purpose was largely aligned with one of: i) the Bank's TYS ii) the Country Strategy Paper 4 = During the implementation period, the project purpose was fully aligned with one of the following: i) the Bank's TYS ii) the Country Strategy Paper	
Did the project objectives, as detailed in the Project PAR, consistently align with the High 5s, African Union Agenda 2063, Sustainable Development Goals (SDGs), and relevant sector strategies throughout the project lifecycle?	JC1.2 The project objectives (per the Project PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies	1 = During the implementation period, the project purpose was not aligned with either: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 2 = During the implementation period, the project purpose was only somewhat aligned with one of: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 3 = During the implementation period, the project purpose was largely aligned with one of: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies 4 = During the implementation period, the project purpose was fully aligned with one of the following: i) High 5s ii) African Union Agenda 63 iii) SDGs and iv) sector strategies	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
To what extent has the project been responsive to the evolving needs of RMCs, RECs and the local populations (including women)?	JC 1.3 The project objectives responded to country needs including local population, including women and young people	1 = During the implementation period, the project was barely aligned with any of the following i) country's development strategies, ii) transport investment plans/investment gaps, iii) local needs 2 = During the implementation period, the project had some alignment with one of the following i) country's development strategies, ii) transport investment plans/investment gaps, iii) local needs 3 = During the implementation period, the project was largely aligned with one of the following i) country's development strategies, ii) transport investment plans/investment gaps, iii) local needs 4 = During the implementation period, the project was fully aligned with one of the following i) country's development strategies, ii) transport investment plans/investment gaps, iii) local needs	
To what extent could the project have been implemented without the AfDB input (financial and nonfinancial) with the same scope, quality and/or timeframe?	JC1.4 AfDB input was required to create project scope, quality, and within allocated timeframe; implementation without it AfDB input would be uncertain	1 = The project would have continued as it did without AfDB (potentially funded by another organisation) 2 = The project would have continued at the same scale and speed, but not been aligned to key AfDB objectives 3 = The project would have continued but at smaller scale or slower 4 = No transport infrastructure project would have been delivered without AfDB involvement	
Score for Relevance 1			
Relevance			
Relevance of design			
Considering predictable factors, did the project design ensure effective outputs and outcomes that were in line with the stated objectives, discounting unpredictable external stimuli?	JC1.5 Project designs are appropriate (discounting unpredictable external stimuli), ensuring effective outputs/outcomes and alignment with objectives	1 = Project design activities were limited and only had one of the following: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 2 = Some project design activities were conducted and had two of the following in some order: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 3 = The project design activities were considered and had two of the following in good order: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system 4 = The project design activities were fully thought through and had all of of the following: i) strong rationale (showing causal chains) ii) risk mitigation strategy iii) effective monitoring system	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
In cases where applicable, to what extent did the project design integrate the unique characteristics and challenges of fragile states?	J.C.1.6 The project design integrates the peculiar characteristics of fragile states (only where relevant)	1= The intervention design encompasses/considers just one or none of the above factors. 2= the project only include 2 or 1 of the following elements: i) the project was designed applying a fragility lens; ii) the project contribute to reduce fragility; iii) the project include components/activities that address fragility iv) the project has specific indicators for fragility issues 3= the project only include 3 of the following elements: i) the project was designed applying a fragility lens; ii) the project contribute to reduce fragility; iii) the project include components/activities that address fragility iv) the project has specific indicators for fragility issues 4= i) the project was designed applying a fragility lens; ii) the project contribute to reduce fragility; iii) the project include components/activities that address fragility iv) the project has specific indicators for fragility issues	
Regarding the intervention's design, assess the clarity and focus of the objectives. Evaluate the realism of intended outcomes given the country's current circumstances, the quality of risk assessment, appropriateness of solutions, relevance of modifications, and consideration of prevailing circumstances.	J.C.1.7 The intervention's designs has clear objectives: (i) The extent to which the intervention'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; (iii) The quality of risk assessment (assumptions made in the logic model); (iv) The extent to which intervention design adopted the appropriate solutions to the identified problems; (v) The relevance of modifications made to intervention design; (vi) The circumstances prevailing at the time of the evaluation. The evaluator should assess to what extent potential negative impacts were identified, their likelihood of occurring and how they might be avoided.	1= The intervention design encompasses/considers just one or none of the above factors. 2= The intervention design encompasses/considers few of the above factors. 3= The intervention design encompasses/considers most of the above factors. 4= The intervention design encompasses/considers all of the above factors (i) to (vi).	
How did the project design adapt over time in response to changing and unpredictable external stimuli?	J.C.1.8 The design of the project altered over time in response to changing and unpredictable external stimuli	1 = The project design did not respond to unpredictable external stimulai 2 = The project design altered slowly to somewhat respond to unpredictable external stimulai 3 = The project design altered quickly to somewhat respond to unpredictable external stimulai 4 = The project design altered quickly to fully respond to unpredictable external stimulai	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
Did the project design reference past lessons learned and incorporate them into decision-making processes?	J.C.1.9 The intervention design references design decisions made due to previous lessons learnt.	1 = Initial project designs did not consider any previous projects or lessons learnt 2 = Initial project designs somewhat considered previous projects or lessons learnt 3 = Initial project designs somewhat considered and implemented some previous projects or lessons learnt 4 = Initial project designs fully considered previous projects and lessons learnt	
Score for Relevance 2			
Coherence			
Internal Coherence			
To what extent do other AfDB interventions support or undermine the rail and aviation cluster projects and vice versa?	JC2.1 Other AfDB interventions and rail/aviation projects are mutually beneficial	1 = There is no evidence of any consideration for mutual benefits between other AfDB interventions and rail/aviation projects 2 = There are limited indications that some consideration was given to mutual benefits between other AfDB interventions and rail/aviation projects 3 = Some effort was made to enable and deliver mutual benefits between other AfDB interventions and rail/aviation projects 4 = There is clear evidence that significant consideration was given to ensuring mutual benefits between other AfDB interventions and rail/aviation projects, which resulted in some mutual benefits	
To what extent were synergies between the AfDB's interventions in the transport sector and other AfDB interventions optimised (integrated solutions)?	J.C.2.2 The projects tried to establish synergies with other Bank's or other donors' interventions in the country/region	1 = There is no evidence of AfDB interventions complementing, harmonising, or coordinating with other AfDB programs and activities 2 = Limited evidence exists of AfDB interventions complementing, harmonising, or coordinating with other AfDB programs and activities 3 = Some efforts were made by AfDB interventions to complement, harmonise, and coordinate with other AfDB programs and activities, adding value, but it was not fully realised 4 = AfDB interventions are clearly demonstrated to complement, harmonise, and coordinate with other activities by the Bank, adding significant value to the overall development efforts.	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
Were other AfDB or donor projects within the surrounding area considered in the project selection criteria?	J.C.2.3 The project selection criteria considered other AfDB or other donor projects within the surrounding area	1 = Project selection criteria did not consider other AfDB or other donor projects within the surrounding area 2 = The project selection criteria partially considered other AfDB or donor projects within the surrounding area in 3 = Some aspects of other AfDB or other donor projects within the surrounding area were taken into account in the project selection criteria, but it was not comprehensive 4 = Project selection criteria fully considered other AfDB or other donor projects within the surrounding area, resulting in comprehensive and informed selection decisions.	
How did project management staff consider the opportunities and risks posed by AfDB or other donor projects initiated during project delivery?	J.C.2.4 The project management staff considered the opportunities and risks of AfDB or other donor projects which initiated during delivery	1= The Risk/Mitigation Measures in the Project Logical Framework section of the PAR were not considered during project implementation leading to complications in output delivery. 2= Risk/Mitigation Measures were considered, but not implemented effectively enough to avoid complications in output delivery. 3=Risk/Mitigation Measures were considered and proactively implemented, avoiding complications in output delivery. 4=Risk/Mitigation Measures were actively applied throughout the project, leading to smooth output delivery.	
Score for Coherence 1			
Coherence			
External Coherence			
To what extent are the AfDB's interventions complementary, harmonized and coordinated with other development partners' support to RMCs, adding value while avoiding duplication of effort?	J.C.2.5 AfDB interventions complement, harmonize, and coordinate with other development partners, adding value	1 = There is no evidence of AfDB interventions complementing, harmonising, or coordinating with other development partners 2 = Limited evidence exists of AfDB interventions complementing, harmonising, or coordinating with other development partners 3 = Some efforts were made by AfDB interventions to complement, harmonise, and coordinate with other development partners, adding value, but it was not fully realised 4 = AfDB interventions are clearly demonstrated to complement, harmonise, and coordinate with other development partners, adding significant value to the overall development efforts.	
Score for Coherence 2			
Effectiveness			
Outputs Achievement			

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
To what extent were transport projects' outputs delivered as planned	J.C.3.1 Project outputs were realised as expected	1= Less than 50% of the project outputs (as specified in the PAR and evaluated in the PCR) have been delivered (or are on track to be delivered). 2= Between 50% and 75% of the project outputs were delivered (or are on track to be delivered) 3= Between 75% and 100% of the project outputs were delivered (or are on track to be delivered) 4= all projects outputs were delivered as planned	
Score for Effectiveness 1			
Outcomes Achievement			
Can you provide evidence demonstrating that the project has effectively increased the movement of people and goods, enhanced multimodality, and improved access to markets?	J.C.3.2 Evidence shows that the project has increased movement of people and goods, improved multimodality and access to markets	1= there is no evidence that the project will ever achieve the intended connectivity objectives outcomes (as specified in the PAR and evaluated in the PCR) 2= weak questionable evidence on improved connectivity 3= Limited but convincing evidence that connectivity has been improved 4= the project has achieved or exceeded all connectivity targets as specified in the PAR and PCR (traffic volume, access to markets)	
How compelling is the evidence suggesting that the project has contributed to enhancing the capacity to sustainably manage transport infrastructure?	J.C.3.3 Evidence suggests that project has contributed to increase capacity to manage sustainably transport infrastructure	1= there is no evidence that the project will ever improve government capacity to deliver similar projects in the future 2= weak questionable evidence on improved capacity to deliver similar projects in the future 3= Limited but convincing evidence that the project contributed to increase capacity to deliver similar projects in the future 4= substantial improvements in transport sector governance and capacity to deliver similar projects in the future	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
What evidence supports the claim that travel time and transport costs have been reduced as a result of the project's implementation?	J.C.3.4 Evidence suggests that travel time and transport costs have been reduced	1 = no savings achieved 2 = savings significantly below expectations (less than 50%) 3 = savings close to expectations (75%-100%) 4 = expected savings fully achieved or beyond expectations	
To what extent does the evidence indicate that the project has improved access to basic services such as healthcare, water, and education, while also creating job opportunities for all, including women and youth?	J.C.3.5 Evidence suggests that the project has improved access to basic services (healthcare, water, education) and contributed to create job opportunities for all (including women and youth)	1= there is no evidence that the project will ever achieve the intended basic services outcomes (as specified in the PAR and evaluated in the PCR) 2= weak questionable evidence on improved living conditions of the local population 3= Limited but convincing evidence that the living conditions of the local populations has improved 4= the project has achieved or exceeded all targets	
Based on available evidence, how has the project contributed to enhancing transport safety?	J.C.3.6 Evidence suggests that project has contributed to improve transport safety	1= traffic safety has worsened as a result of the project 2= weak questionable evidence on improved traffic safety 3= Limited but convincing evidence that road/port traffic is safer compared to the past 4= the project has achieved or exceeded all safety targets (as specified in the PAR and evaluated in the PCR)	
Is there evidence demonstrating that the project did not lead to unintended negative effects on local populations and the environment, and if such effects occurred, were they successfully mitigated?	J.C.3.8 Evidence suggests that project has not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred they were successfully mitigated	1= the project had serious consequences on the local populations and on climate which were not foreseen in the ESMP 2= the projects had some unintended effects; when these occurred the project could not address them satisfactorily 3= the projects had some minor unintended effects; when these occurred they were successfully addressed 4= the project had no unintended environmental, climate and social effects.	
How does the evidence indicate that the project had a positive impact on regional integration?	J.C.3.9 Evidence show that the project had a positive impact on regional integration	1= the project did not bring any improvement in regional integration 2= The project only had minor impacts on regional integration 3= the project had some positive impacts on regional integration, but did not achieve the initial targets (as specified in PAR and measured in PCR) 4= the project significantly improved regional integration (trade flows)	
Score for Effectiveness 2			

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
Efficiency			
Were delays present during the delivery of the project?	J.C.4.1 Evidence proves that projects did not suffer delays in the implementation	1= The ratio of planned implementation time (as per PAR) and actual project implementation time is expected to be <0.50. The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be <0.75 and ≥0.50. 3= The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be <1 and ≥0.75. 4= The ratio of planned implementation time (as per PAR) and actual implementation time is expected to be ≥1.	
Were there cost overruns and costs proportionate to the construction?	J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently	1= The ratio of the median percentage physical implementation of the project outputs and commitment rate (per the PCR) is <0.50. The project delivered significantly less outputs within the available budget. 2= The ratio of the median percentage physical implementation of the project outputs and commitment rate is <0.75 and ≥0.50. The project delivered less outputs within the available budget. 3= The ratio of the median percentage physical implementation of the project outputs and commitment rate is <1 and ≥0.75. The project largely delivered the outputs expected within the available budget. 4= The ratio of the median percentage physical implementation of the project outputs and commitment rate is ≥1. The project delivered all or more outputs than expected within the available budget	
How does the evidence demonstrate that the project was implemented as planned?	J.C.4.3 Evidence shows that the project was implemented as planned	1= The average rating of applicable IP criteria ratings (as per the PCR) is comprised between 1.0 and 1.49. Most dimensions of implementation processes have not been satisfactory which has jeopardized the achievement of project results. 2= The average rating of applicable IP criteria ratings is comprised between 1.5 and 2.49. Several dimensions of implementation processes have not been satisfactory which has jeopardized the achievement of some project results. 3= The average rating of applicable IP criteria ratings is comprised between 2.5 and 3.49. The implementation processes have for the most part been satisfactory and has for the most part lead to the anticipated 4= The average rating of applicable IP criteria ratings is comprised between 3.5 and 4. The implementation processes have for the most part been highly satisfactory and has to lead to the anticipated results.	
To what extent were the costs of the intervention funded by the AfDB commensurate to their planned benefits?	J.C.4.4 Evidence proves that project costs were commensurate to benefits	1= The ratio of the ERR at completion and the anticipated ERR at appraisal is <0.50 2= The ratio of the ERR at completion and the anticipated ERR at appraisal is <0.75 and ≥0.50 3= The ratio of the ERR at completion and the anticipated ERR at appraisal is <1 and ≥0.75. 4= The ratio of the ERR at completion and the anticipated ERR at appraisal is ≥1.	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
To what extent has AfDB's governance structure hindered project output delivery?	J.C.4.5 AfDB's governance processes and project output delivery	1 = AfDB governance processes required extensive navigating, leading to major delays in project output delivery 2 =AfDB governance processes required substantial navigating leading to substantial delays in project output delivery 3 = AfDB governance processes required minimal navigating leading to minor delays in project output delivery 4 = AfDB governance processes were efficient and well-designed, accelerating project output delivery	
Score for Efficiency			
Sustainability			
Will the project continue to deliver at the same level in the future, are systems and budgets in place to ensure this?	J.C.5.1 Evidence suggests that the project is financially sustainable	1= The project has not put in place any mechanisms for financial sustainability, and the flow of benefits associated with the project are not expected to continue after completion 2= The project marginally contributed to building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities remains weak to ensure the continued flow of benefits associated with the project after completion 3= The project significantly contributed to building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities are sufficient to ensure the continued flow of benefits associated with the project after completion 4= The project was critical in building or strengthening institutional capacities in road/port/cross border rail and aviation management. Country systems and capacities are sufficient to ensure the continued flow of benefits associated with the project after completion	
Is the project is technically sound and does it build in any resilience to climate change?	J.C.5.2 Evidence suggests that the project is technically sound and resilient to climate change	1= there is a high likelihood that factors related to the technical design of the intervention may severely impact the achievement of the results 2 = there is a substantial likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results 3= there is a relatively low likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results 4= there is a very low likelihood that factors related to the technical design of the intervention may adversely impact the achievement of the results	

Specific Questions	Judgement criteria	Judgement Scores	Insert Score
Has the project fostered and enabled sustainable partnerships to forge and encouraged ownership of project results with beneficiaries?	J.C.5.3 Evidence suggests that the project has forged sustainable partnership and ownership of project results with beneficiaries	1= The project has not been effective at involving the relevant stakeholders and there is no sense of ownership amongst the beneficiaries. No partnerships with relevant stakeholders have been established to ensure the continued maintenance and management of project outputs 2= The project has only involved a small number of stakeholders and there is limited ownership among beneficiaries. No partnerships with relevant stakeholders have been established to ensure the continued maintenance and management of project outputs 3= The project has been effective in involving most stakeholders and promoting a sense of ownership among beneficiaries. Partnerships with relevant stakeholders (local authorities, civil society organizations, private sector) have been established and are deemed sufficient to ensure the continued maintenance and management of project outputs 4= The project has been effective in involving all relevant stakeholders and there is a strong sense of ownership among beneficiaries. Partnerships with relevant stakeholders (local authorities, civil society organizations, private sector) have been established and stakeholders are dedicated deemed sufficient to ensure the continued maintenance and management of project outputs	
To what extent has the AfDB assisted RMCs to appropriately assess and implement environmental/climate/social mitigation/enhancement measures?	J.C.5.4 Evidence shows that the project results are environmentally and socially sustainable	1= The Environmental and Social Management Plan (ESMP) has not been implemented; institutional capacity and funding are not available to ensure the environmental and social sustainability of the operation 2= The ESMP has been implemented with major delays or in an unsatisfactory manner; institutional capacity and funding are deemed insufficient to ensure the environmental and social sustainability of the operation 3= The ESMP has largely been implemented in a timely and satisfactory manner; institutional capacity and funding are deemed sufficient to ensure the environmental and social sustainability of the operation 4= The ESMP has largely been implemented in a timely and satisfactory manner; institutional capacity is strong and there is sufficient funding to ensure the environmental and social sustainability of the operation	
Score for Sustainability			
Commentary			
What factors have affected progress towards the objectives and how are they linked to the AfDB intervention?	J.C.5.5 Factors affecting progress identified and addressed, optimising project outcomes		

Interventions Selection for Cluster Evaluation

Cluster evaluations will focus on the relevance, efficiency, effectiveness, and sustainability of a cluster of Bank projects in road, ports, rail, and aviation subsectors in selected RMCs. They will provide lessons to inform future strategic and operational directions for the AfDB's support in the road, rail, and aviation sub-sectors, and the transport sector more broadly, and to inform a future revision of the AfDB's Transport Sector Policy (1993).

IDEV has already completed the cluster evaluation of roads and ports projects in 2022, while the cluster evaluation for the rail and aviation sub-sectors is specified below. Both cluster evaluations will feed into the Sector Evaluation.

Steer will undertake eight in-depth project evaluations as well as a further eight desktop project evaluations as part of the rail and aviation cluster evaluation. The in-depth project evaluations will involve a site visit to the project in question to be undertaken by Steer's subcontractors following a process specified by Steer and agreed with IDEV. This will involve specified questions to be asked in order to address each Evaluation Question and the relevant sub-questions, according to the theory of change for the Cluster Evaluation.

It is important the projects selected for the in-depth and desktop project evaluations represent a good balance of projects, taking into account:

- a balance between rail and aviation projects
- availability of project information to review
- a balance of project locations across the five African Regions
- a balance of official languages in the project locations
- the balance of country income levels
- travel restrictions applicable to the team (based on UK FCDO travel advice)
- project approval dates and current status:
    - for the in-depth studies, it is important that projects are largely complete so that the success or otherwise of the project can be determined,
    - for the desktop studies, a range of different project statuses is helpful to determine the overall outcomes of the project commissioning and delivery process
- a range of financing purposes:
    - for the in-depth studies, investment projects were preferred in order facilitate judgement of success,
    - for the desktop studies, a range of different financing purposes were selected, including investment, feasibility study, capacity building and institutional support.

The preference was for projects which were approved between 2012 and 2022, but examining the portfolio it became clear that it would be difficult to meet the criteria set out in the bullet list above without also including some projects approved earlier which are now completed.

For the in-depth project studies, nine projects have been identified, with one acting a backup in case it is not possible to finalize travel arrangement for any of the selected eight projects. For the desktop studies, eight projects and a backup have also been selected. The in-depth project selections are set out in Table 20 and the desktop project selections are set out in Table 21 on the following pages.

Table 20: Proposed in-depth project case studies for Cluster Evaluation

No.	Ref	Country	Region	Income	Language	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
1	P-CD-DA0-001/ 003	Democratic Republic of Congo	Central	LIC	French	Sovereign	Investment, Capacity building, Advisory, & Study	Loan/ Grant	158.0	Democratic Republic of Congo - Priority Air Safety Project Phase II (PPSA II)	Air	001 in 2010 / 003 in 2018	001 Complete, 003 34% disbursed
2	P-CI-DA0-002	Côte d'Ivoire	West	LMIC	French	Sovereign	Investment &Technical Assistance	Loan	41.9	Air Côte d'Ivoire Modernization and Expansion Program (Public)	Air	2017	100% disbursed
3	P-GH-DA0-001	Ghana	West	LMIC	English	Non-Sovereign	Investment	Loan	89.8	Ghana Airports Company Limited (GACL) Capital Investment Programme	Air	2015	2015 loan fully disbursed
4	P-MA-DC0-005	Morocco	North	LMIC	Arabic / French	Sovereign	Investment	Loan	84.0	Morocco - Railway Infrastructure Reinforcement Project	Rail	2016	Closed
5	P-SN-DC0-003	Senegal	West	LMIC	French	Sovereign	Investment	Loan	149.8	Dakar-Diamniadio-AIBD Regional Express Train Project - Phase I: Dakar-Diamniadio Segment	Rail	2017	88% disbursed, Dakar-Diamniadio section complete
6	P-ET-D00-005	Ethiopia	East	LIC	English	Non-Sovereign	Investment	Loan	95.4	Corporate Loan to Ethiopian Airlines	Air	2016	100% disbursed
7	P-ZA-DC0-001	South Africa	South	UMIC	English	Non-Sovereign	Investment	Loan	139.4	South Africa - Corporate Loan to Transnet	Rail	2014	100% disbursed

No.	Ref	Country	Region	Income	Language	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
8	P-TN-DC0-006	Tunisia	North	LMIC	Arabic / French	Sovereign	Study & investment	Loan	48.2	Rail infrastructure modernization (2)	Rail	2003	Complete

Table 21: Proposed desktop project case studies for Cluster Evaluation

No.	Ref	Country	Region	Income	Language	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
1	P-KE-DA0-001	Kenya	East	LMIC	English	Sovereign	Investment & Capacity Building	Loan	119.7	Jomo Kenyatta international airport airfield expansion project	Air	2017	Abandoned
2	P-EG-DA0-001	Egypt	North	LMIC	Arabic /English	Sovereign	Investment	Grant	1.2	Sharm el-sheikh airport project	Air	2015	Terminated
3	P-Z1-DC0-021	Cameroon	Central	LMIC	French	Sovereign	Feasibility study	Loan	2.0	Multinational - Feasibility Study on the Extension of the Cameroon-Chad Railway Line (Cameroon)	Rail	2017	Ongoing
4	P-GN-D00-001	Guinea	West	LIC	French	Non-Sovereign	Investment	Loan	74.8	Guinea - Boké Mine Rail and Port Project	Rail	2017	Ongoing
5	P-Z1-D00-032	Multinational (Mozambique and Malawi)	East	LIC	English / Portuguese	Non-Sovereign	Investment	Loan	82.3	Nacala rail corridor and port project	Rail	2015	Closed
6	P-Z1-DA0-010 / 011/ 012	Multinational	West and Central	Multi-Country	English / French	Sovereign	Capacity-building, studies and institutional support, support for airport security and certification and) project management and coordination.	Grant	8.0	Multinational - Project for Support to the Air Transport Sectors of West and Central Africa	Air	2015	Ongoing

No.	Ref	Country	Region	Income	Language	SO/NSO	Nature of the financing purpose	Type of pledge	Funding (UA m)	Project	Mode	Approval Date	Project Status
7	P-Z1-DA0-019	Multinational	All	Multi-Country	English / French	Sovereign	Feasibility study, Business and detailed strategic plans	Grant	0.3	Creation of a leasing platform for African Airlines	Air	2020	Ongoing
8	P-Z1-DA0-015	Multinational	All	Multi-Country	English / French	Sovereign	Institutional Support	Grant	5.0	Support to AUC and AFCAC In the Establishment of the Single African Air Transport Market	Air	2020	Ongoing
Backup	P-Z1-DC0-027	Multinational (Ethiopia/ Sudan)	East	LIC	English / Arabic	Sovereign	Feasibility study	Grant	1.5	Ethiopia - Sudan standard gauge railway (sgr) feasibility study	Rail	2019	Ongoing

Annex 4 – Knowledge and Communications Activities and Products

Evaluation of the AfDB's Support for the Transport Sector, 2012-2022

This Stakeholder Mapping and Communication and Dissemination Plan outlines the internal and external stakeholders that may be consulted throughout the process of undertaking the transport sector evaluation, highlighting their roles and knowledge needs as well. These include the Board of Directors, Bank management and staff, RMCs; private sector beneficiaries, regional bodies, and civil society in RMCs; and other development partners and collaborators within the transport sector.

This plan seeks to facilitate the effective dissemination of the findings, lessons and recommendations that will help deepen understanding of the AfDB's transport sector performance. The plan will identify strategies through which the evaluation findings can be widely disseminated to enhance learning and inform the future strategic and operational directions for the AfDB's support to RMCs in the roads, rail, water, aviation and urban sub-sectors.

Table 22: Sector Evaluation stakeholder engagement, communication and dissemination plan

Stakeholder Group	Participation in Evaluation	Products	Channel
Category A			
Board of Directors/CODE	• Initial consultations • Evaluation approval	Summary Report, CODE Presentation	Email the documents, meetings (physical/virtual),hybrid CODE Presentation, dedicated webpage on the IDEV website (http://idev.afdb.org/), the AfDB website (https://www.afdb.org/en/documents/evaluation-reports), EVRD database
AfDB Senior Management in Key Complexes	• Initial consultations • Interviews		
• Transport/Infrastructure/ Aviation Specialists within PICU • Evaluation Reference Group (ERG)/ Internal Peer Review	• Initial Consultations • Evaluation launch • Review deliverables: Approach Paper, Technical Report, draft Summary Report • Validation workshop • Draft/review Management Response	Concept Note, Inception Report, Summary Report, CODE Presentation, Success Stories, K-Product, animation/video	Emails, meetings (physical/virtual), IDEV SharePoint platform, dedicated webpage https://idev.afdb.org/en/document/cluster-evaluation-afdb-rail-and-aviation-projects on the IDEV website, the AfDB website (https://www.afdb.org/en/documents/evaluation-reports), webinar, Social Media, EVRD, MARS, X
Operations and sector teams – task managers, sector specialists and staff at HQ, Regional and Country Offices	• Initial consultations • Document provision • Interviews (KIIs) • Via ERG • K-sharing and Learning	Inception Report, Regional/Country Case Studies, Summary Report, Executive Summary, Success Stories Knowledge (K) Product, K-Event, animation/video	Email, dedicated webpage on the IDEV website, webinar, eNewsletter, EVRD, MARS, X
RMCs – Technocrats and Project Implementing Units in government infrastructure, transport, aviation and rail sector ministries, and other relevant agencies	• KIIs, online survey, field visits • Project site observations • K-Sharing	Summary Report, Executive Summary, Success Stories, K-Product, K-Event	Virtual meetings, emails, dedicated webpage https://idev.afdb.org/en/document/cluster-evaluation-afdb-rail-and-aviation-projects on the IDEV website, eNewsletter, Evaluation Matters, X
Category B			
Comparator MDBs, Technical and Financial Partners, and other bilateral donor agencies	• Experience sharing • Wider dissemination of evaluation products and events	Executive Summary Report, Summary Report, K-Product, K-Event	Virtual meetings, emails, dedicated webpage https://idev.afdb.org/en/document/cluster-evaluation-afdb-rail-and-aviation-projects on the IDEV website, forums (ECG), Webinar, X, eNewsletter

Category C			
RMCs: Project beneficiaries, RECs, Regional Development Banks, Regional Think Tanks, Research Institutions and Academia, Regional NGOs & CSOs, Private Sector	• Interviews • Project site observations • Wider dissemination of products and events	Executive Summary Report, Summary Report, K-Product, K-Event	Virtual meetings, emails, dedicated webpage https://idev.afdb.org/en/document/cluster-evaluation-afdb-rail-and-aviation-projects on the IDEV website, forums (ECG), Webinar, X, eNewsletter
Category D			
Evaluation Community: EvalPartners, OECD/DAC EvalNet, APNODE, EPRADI, AFrEA, ECG, CLEAR-AA/FA, etc.)	Wider dissemination of products and events	Executive Summary Report, Summary Report, K-Product, K-Event, Success Stories	dedicated webpage https://idev.afdb.org/en/document/cluster-evaluation-afdb-rail-and-aviation-projects on the IDEV website, Evaluation Forums, X, eNewsletter, communities of practice groups
Media, Regional CSOs, research institutions, academia, and think tanks, private sector			dedicated webpage on the IDEV website, X, eNewsletter, media outlets

Table 23: Cluster Evaluation proposed knowledge and communications activities and products

Stakeholder Group	Participation in Evaluation	Products	Channel
Category A			
Board of Directors/CODE	• Initial consultations • Evaluation approval	Summary Report, Key Takeaways Note	Email the documents, meetings (physical/virtual), dedicated webpage on the IDEV website (http://idev.afdb.org/), the AfDB website (https://www.afdb.org/en/documents/evaluation-reports), EVRD database
AfDB Senior Management in Key Complexes	• Initial consultations • Interviews • Management Response		
• Transport/Infrastructure/ Aviation Specialists within PICU • Evaluation Reference Group (ERG)/ Internal Peer Review	• Initial Consultations • Evaluation launch • Review deliverables: Inception Report, Technical Report, draft Summary Report • Validation workshop • Capitalization Workshop	Concept Note, Approach Paper, Summary Report, Key Takeaways Note, Success Stories, K-Product	Emails, meetings (physical/virtual), dedicated webpage on the IDEV website, the AfDB website (https://www.afdb.org/en/documents/evaluation-reports), webinar, Social Media, EVRD, MARS, X
Operations and sector teams – task managers, sector specialists and staff at HQ, Regional and Country Offices	• Initial consultations • Document provision • Interviews (KIIs), • Via ERG • K-sharing and Learning • Management Response • Capitalization Workshop	Approach Paper, Country Case Studies, Summary Report, Success Stories Knowledge (K) Product, K-Event	Email, dedicated webpage on the IDEV website, webinar, eNewsletter, EVRD, MARS, X
External			
RMCs – Technocrats and Project Implementing Units in government infrastructure, transport, aviation and rail sector ministries, and other relevant agencies	• Interviews (KIIs, FGDs) • Project site observations • K-Sharing	Summary Report, Executive Summary Report, Success Stories, K-Product, K-Event	Virtual meetings, emails, dedicated webpage on the IDEV website,, eNewsletter, Evaluation Matters, X
Category B			
Comparator MDBs and other bilateral donor agencies	• Experience sharing • Wider dissemination of evaluation products and events	Executive Summary Report, Summary Report, K-Product, K-Event	Virtual meetings, emails, dedicated webpage on the IDEV website, forums (ECG), Webinar, X, eNewsletter
Category C			
Technical Partners, RECs, Specialized aviation institutions, regional airlines, airline manufacturers, financiers, private investors and deal brokers, ANSPs, regional airline hubs, freight carriers, railways consortiums, project beneficiaries	• Interviews (KIIs, FGDs) • Project site observations • Wider dissemination of products and events	Executive Summary Report, Summary Report, K-Product, K-Event,	Virtual meetings, emails, dedicated webpage on the IDEV website, forums (ECG), Webinar, X, eNewsletter
Category D			
Evaluation Community: EvalPartners, OECD/DAC EvalNet, APNODE, EPRADI, AFrEA, ECG, CLEAR-AA/FA, etc.)	Wider dissemination of products and events	Executive Summary Report, Summary Report, K-Product, K-Event, Success Stories	Dedicated webpage on the IDEV website, Evaluation Forums, X, eNewsletter, communities of practice groups
Media, Regional CSOs, research institutions, academia, and think tanks, private sector			Dedicated webpage on the IDEV website, X, eNewsletter, media outlets

Annex 5 – Questionnaires and Interview Guides

Stakeholder questionnaires for sector evaluation case studies - Question lists

Question 1 (Evaluation Criterion: Relevance):

HOW ADEQUATE IS THE AFDB'S STRATEGIC FOCUS ON TRANSPORT, DOES IT ASSIST THE RMCS IN ACHIEVING THE SDGS AND THE AFRICAN UNION AGENDA 63?

Indicators
- Extent to which the AfDB's strategic focus in transport takes into consideration the underlying objectives of SDGs, and the African Union Agenda 63?

JUDGEMENT CRITERIA
JC1.1 Relevant projects contribute to the achievements of the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63

Question 2 (Evaluation Criterion: Relevance):

TO WHAT EXTENT IS THE AFDB'S STRATEGIC FOCUS ON TRANSPORT COHERENT WITH KEY TRANSPORT DEVELOPMENT CHALLENGES IN THE RMC?

Indicators
- Extent to which the AfDB's strategic focus on transport coherent with key transport development challenges in the RMC?

JUDGEMENT CRITERIA
JC1.2 Relevant projects contribute to the achievements of the Bank's sector strategies and alleviate key challenges (regional integration, private sector development, agriculture)

Question 3 (Evaluation Criterion: Relevance):

TO WHAT EXTENT DO REGIONAL INTEGRATION STRATEGY PAPERS (RISPS) AND COUNTRY STRATEGY PAPERS (CSPS) TAKE INTO CONSIDERATION THE UNDERLYING OBJECTIVES AND INDICATORS RELATED TO THE SDGS, THE AND THE AFRICAN UNION AGENDA 63?

Indicators
- Extent to which RISPs and CSPs take into consideration the underlying objectives and indicators related to the SDGs, the and the African Union Agenda 63?

JUDGEMENT CRITERIA
JC1.3 Relevant project objectives (per relevant projects PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies

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Question 4 (Evaluation Criterion: Relevance):

TO WHAT EXTENT ARE RISPS AND CSPS RELEVANT TO THE KEY REGIONAL ECONOMIC (RE) DEVELOPMENT CHALLENGES IN REGIONAL ORGANIZATIONS (ROS) AND REGIONAL MEMBER COUNTRIES (RMCS)?

Indicators
- Extent to which RISPs and CSPs take into consideration the underlying key Regional Economic (RE) development challenges in Regional Organizations (ROs) and Regional Member Countries (RMCs)?

JUDGEMENT CRITERIA
JC1.4 Successful implementation of RISPs and CSPs demonstrates a thorough consideration and alignment with the key Regional Economic (RE) development challenges prevalent in Regional Organizations (ROs) and Regional Member Countries (RMCs).

Question 5 (Evaluation Criterion: Relevance):

TO WHAT EXTENT WERE THE AFDB INTERVENTION OBJECTIVES ADAPTED OVER TIME TO TAKE INTO ACCOUNT RMCS' CHANGING NEEDS?

Indicators
- Alignment between project outputs and RMC objectives

JUDGEMENT CRITERIA
JC1.7 Intervention objectives adapt to evolving RMCs' needs

Question 6 (Evaluation Criterion: Relevance):

TO WHAT EXTENT DO THE QUALITY OF TRANSPORT DEVELOPMENT INTERVENTIONS DESIGN ENSURED (OBJECTIVES CLEARLY STATED AND RESULT ORIENTED; RESULTS ARE REALISTIC WITH REGARD TO THE CURRENT CIRCUMSTANCES), FOR ACHIEVING THE DEFINED OBJECTIVES?

Indicators
- Extent to which AfDB transport interventions include: (i) project's objectives clearly stated and focused on outcomes as opposed to outputs; (ii) realistic intended outcomes in the country's current circumstances; and to Bank's role, capacity, and lending & non-lending capabilities for achieving the defined objectives; (iii) appropriate solutions to the identified problems (PRA, section 1.2 Relevance of intervention design to achieve defined objectives)

JUDGEMENT CRITERIA
JC1.9 Relevant project designs are appropriate (discounting unpredictable external stimulai), ensuring effective outputs/outcomes and alignment with objectives

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Question 7 (Evaluation Criterion: Relevance):

WERE ANY DESIGN ALTERATIONS NECESSARY BEFORE DELIVERY, AND IF SO, WHAT WERE THEY?

Indicators
- Changes in technical specifications/planned outputs

JUDGEMENT CRITERIA
J.C.1.11 The design of relevant projects altered over time in response to changing and unpredictable external stimuli

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Question 8 (Evaluation Criterion: Relevance):

CAN A REASONABLE CONNECTION BE ESTABLISHED BETWEEN THE PROPOSED PROJECT AND THE INTENDED OUTCOMES?

Indicators
- Fragile state provisions incorporated into relevant projects design and implementation plan

JUDGEMENT CRITERIA
JC1.12 Relevant projects establish reasonable connections with intended outcomes

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Question 9 (Evaluation Criterion: Relevance):

WERE PROJECT RISKS CONSIDERED AND MITIGATORY STEPS OUTLINED FOR CORRESPONDING ISSUES?

Indicators
- Number and type of issues materializing and were they reflected in the risk register
- Number of mitigatory actions taken

JUDGEMENT CRITERIA
JC1.13 Risks considered and mitigatory steps outlined, ensuring project success

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Question 10 (Evaluation Criterion: Coherence):

TO WHAT EXTENT DO OTHER AFDB INTERVENTIONS (PARTICULARLY POLICIES) SUPPORT OR UNDERMINE THE AFDB'S INTERVENTIONS IN THE TRANSPORT SECTOR AND VICE VERSA?

Indicators
- The linkages and disparities between interventions/policies the AfDB is supporting (financially or otherwise) which are close to the RMCs and/or closely related projects in other RMCs
- Number of projects not launched because of confounding impacts with existing projects

JUDGEMENT CRITERIA
JC2.1 Other AfDB interventions and relevant transport sector projects are mutually beneficial

---

Question 11 (Evaluation Criterion: Coherence):

TO WHAT EXTENT WERE SYNERGIES AND INTERLINKAGES BETWEEN THE AFDB'S INTERVENTIONS IN THE TRANSPORT SECTOR AND OTHER AFDB INTERVENTIONS OPTIMIZED (INTEGRATED SOLUTIONS)?

Indicators
- Examination of the consideration taken for existing AfDB interventions when this project was proposed
- Selection criteria of projects which relate to linkages/synergies of existing projects
- Consideration of synergies and linkages across the transport sector with existing projects throughout delivery and after project closure

JUDGEMENT CRITERIA
J.C.2.2 Relevant projects tried to establish synergies with other Bank's or other donors' interventions in the country/region

---

Question 12 (Evaluation Criterion: Coherence):

TO WHAT EXTENT WERE THE AFDB'S INTERVENTIONS (I) COORDINATED WITH THOSE OF GOVERNMENTS AND OTHER DEVELOPMENT ORGANIZATIONS' INTERVENTIONS AND (II) ARE THEY COMPLEMENTARY TO THESE INTERVENTIONS?

Indicators
- Number of other (non-AfDB) interventions examined and analyzed when this project was proposed
- Amount of RMC involvement in project initiation, identification, selection, and approval

JUDGEMENT CRITERIA
J.C.2.3 AfDB interventions complement, harmonize, and coordinate with other development partners, adding value

---

Question 13 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT WERE THE EXPECTED OUTCOMES RESULTING FROM THE AFDB INTERVENTION DELIVERED?

Indicators
- Conditions improve for local people and climate, any adverse effects were mitigated

JUDGEMENT CRITERIA
J.C.3.8 Evidence suggests that relevant projects have not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred they were successfully mitigated

---

Question 14 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT HAS THE AFDB EFFECTIVELY ENGAGED WITH KEY STAKEHOLDERS, INCLUDING GOVERNMENTS, PRIVATE SECTOR ENTITIES, CIVIL SOCIETY ORGANIZATIONS, AND INTERNATIONAL DEVELOPMENT PARTNERS, TO FOSTER COLLABORATIVE PARTNERSHIPS AND LEVERAGE RESOURCES FOR SUSTAINABLE DEVELOPMENT INITIATIVES WITHIN THE TRANSPORT SECTOR?

Indicators
- Level of stakeholders' engagement
- Collaborative initiatives
- Long-term partnerships

JUDGEMENT CRITERIA
JC3.10 AfDB engages stakeholders within collaborative partnerships, leveraging resources for sustainable transport development effectively

---

Question 15 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT HAS THE AFDB EFFECTIVELY FACILITATED POLICY DIALOGUE AND PROVIDED ADVISORY SERVICES TO GOVERNMENTS AND STAKEHOLDERS IN THE TRANSPORT SECTOR, RESULTING IN THE ADOPTION OF EVIDENCE-BASED POLICY REFORMS, STRENGTHENED INSTITUTIONAL CAPACITY, AND IMPROVED COORDINATION FOR SUSTAINABLE DEVELOPMENT?

Indicators
- Number of stakeholders engaged in policy dialogue sessions or advisory consultations.
- Frequency and quality of engagement with stakeholders to gather inputs and feedback on transport sector policies.
- Number of transport sector policy reforms or legislative changes implemented following AfDB's advisory services or recommendations

JUDGEMENT CRITERIA
JC3.11 AfDB facilitates policy dialogue, advising stakeholders for evidence-based reforms and strengthened institutional capacity in transport sector

---

Question 16 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT HAS THE AFDB EFFECTIVELY FACILITATED KNOWLEDGE SHARING AND DISSEMINATION ACTIVITIES IN THE TRANSPORT SECTOR, PROMOTING THE EXCHANGE OF BEST PRACTICES, LESSONS LEARNED, AND INNOVATIVE SOLUTIONS AMONG STAKEHOLDERS TO ENHANCE PROJECT IMPLEMENTATION, POLICY DEVELOPMENT, AND CAPACITY BUILDING?

Indicators
- Dissemination of policy research reports, best practices, and lessons learned from advisory services within the transport sector.
- Use of knowledge-sharing platforms, such as conferences, seminars, or online portals, to facilitate exchange of ideas and experiences among stakeholders.
- Engagement with regional and international partners to share insights and promote dialogue on transport sector policy issues.

JUDGEMENT CRITERIA
JC3.12 AfDB promotes knowledge sharing, disseminating best practices, and innovative solutions for enhanced project implementation and capacity building

---

Question 17 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT HAS THE AFDB EFFECTIVELY LEVERAGED ITS RESOURCES AND PARTNERSHIPS TO ATTRACT ADDITIONAL FUNDING, EXPERTISE, AND SUPPORT FOR TRANSPORT SECTOR PROJECTS, THEREBY MAXIMIZING THE IMPACT AND SUSTAINABILITY OF ITS INTERVENTIONS?

Indicators
- Proportion of total project financing provided by external partners compared to AfDB's own funding.
- Total amount of additional financial resources secured through partnerships, grants, loans, or co-financing arrangements.
- Extent of private sector involvement in funding or implementing transport sector projects, measured by the value of private investments secured.
- Number and value of projects in the pipeline that have secured co-financing or partnership agreements

JUDGEMENT CRITERIA
JC3.13 AfDB leverages resources and partnerships, attracting additional funding and expertise, maximizing impact and sustainability of transport interventions

---

Question 18 (Evaluation Criterion: Efficiency):

WERE DELAYS PRESENT DURING THE DELIVERY OF THE PROJECT?

Indicators
- Timely and fair management of resettlements and compensation schemes

JUDGEMENT CRITERIA
J.C.4.1 Evidence proves that projects did not suffer delays in the implementation

---

Question 19 (Evaluation Criterion: Efficiency):

WERE THERE COST OVERRUNS AND WERE COSTS PROPORTIONATE TO THE CONSTRUCTION?

Indicators
- Timely compensation and resettlements

JUDGEMENT CRITERIA
J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently

---

Question 20 (Evaluation Criterion: Efficiency):

TO WHAT EXTENT HAVE THE AFDB PROJECT DESIGN AND GOVERNANCE BEEN APPROPRIATE/ADEQUATE?

Indicators
- Responsiveness to AfDB or executing agency demands
- Adequacy of AfDB transport department staffing
- Time for reaching formal approval and dealing with local concerns

JUDGEMENT CRITERIA
J.C.4.5 Project design and governance meet appropriate standards, fostering success and sustainability

---

Question 21 (Evaluation Criterion: Sustainability):

ARE THE RELEVANT PROJECTS FINANCIALLY SUSTAINABLE?

Indicators
- Credible and funded maintenance programme in place
- O&M plan in place and working
- Monitoring system in place and operating well
- Number of permanent staff employed to operate the infrastructure
- Number of qualified staff employed to operate the infrastructure
- Cost recovery ratio (user fees)
- Premature deterioration of relevant projects assets due to inappropriate use or lack of regular maintenance

JUDGEMENT CRITERIA
J.C.5.1 Evidence suggests that relevant projects is financially sustainable

---

Question 22 (Evaluation Criterion: Sustainability):

ARE THE RELEVANT PROJECTS TECHNICALLY SOUND AND DO THEY BUILD IN ANY RESILIENCE TO CLIMATE

CHANGE?

Indicators
- Evidence of technical measures to ensure climate resilience and adaptation

JUDGEMENT CRITERIA
J.C.5.2 Evidence suggests that relevant projects is technically sound and resilient to climate change

---

Question 23 (Evaluation Criterion: Sustainability):

HAVE RELEVANT PROJECTS FOSTERED AND ENABLED SUSTAINABLE PARTNERSHIPS TO FORGE AND ENCOURAGED OWNERSHIP OF PROJECT RESULTS WITH BENEFICIARIES?

Indicators
- Number of local committees and/or partnerships related to the new infrastructure

JUDGEMENT CRITERIA
J.C.5.3 Evidence suggests that relevant projects has forged sustainable partnership and ownership of project results with beneficiaries

---

Question 24 (Evaluation Criterion: Sustainability):

TO WHAT EXTENT HAS THE AFDB ASSISTED RMCS TO APPROPRIATELY ASSESS AND IMPLEMENT ENVIRONMENTAL/CLIMATE/SOCIAL MITIGATION/ENHANCEMENT MEASURES?

Indicators
- Assessment of poaching activities
- Preserved biodiversity
- Amounts and adequacy of funds set aside to ensure environmental and social sustainability
- Changes in pollution index (water, soil, and air)
- Increased deforestation
- Increase in HIV/AIDS and other sexually transmitted diseases
- Change in GHG emissions after relevant projects

JUDGEMENT CRITERIA
J.C.5.4 Evidence shows that relevant projects results are environmentally and socially sustainable (only apply to Environmental Category I and II projects)

Question 25 (Evaluation Criterion: Impact):

TO WHAT EXTENT HAVE THE AFDB'S INTERVENTIONS GENERATED OR ARE EXPECTED TO GENERATE SIGNIFICANT POSITIVE OR NEGATIVE, INTENDED OR UNINTENDED, HIGHER-LEVEL EFFECTS (ECONOMIC GROWTH, REGIONAL INTEGRATION, TRADE BETWEEN COUNTRIES, AGRICULTURAL OUTCOME THROUGH FEEDER ROADS, URBAN MOBILITY, AND CLIMATE CHANGE)??

Indicators
- Number of months projects took to get to approval from identification/inception
- Number of months relevant projects took to begin delivery activities (training sessions/construction) from approval
- Collated judgement score based on results of the effectiveness indicators
- Positive impact on economic growth
- Enhanced local, intra-regional and international travel

- Positive impact on poverty reduction
- Reduced gender inequalities
- Reduced environmental impact, including emissions
- Increased resilience to climate change

JUDGEMENT CRITERIA

J.C.6 Evidence suggests that the AfDB's interventions generated or are expected to generate significant positive or negative, intended or unintended, higher-level effects (economic growth, regional integration, trade between countries, agricultural outcome through feeder roads, urban mobility, and climate change.

Stakeholder questionnaires for rail and aviation cluster evaluation - Question lists

The following questions are based on the Cluster Evaluation Framework set out in Annex 5. They should form the basis of the questions to be asked by the subconsultants undertaking the project evaluations as part of the Cluster Evaluation. However, judgement should be applied and the process set out in the next section followed, to ensure that the correct questions are posed to the appropriate stakeholders in the right way.

Question 1 (Evaluation Criterion: Relevance):

WERE THE PROJECT OBJECTIVES, AS OUTLINED IN THE PROJECT PAR, ALIGNED AND CONSISTENTLY MAINTAINED WITH THE OVERARCHING OBJECTIVES OF THE AFRICAN DEVELOPMENT BANK (AFDB) AS REFLECTED IN THE TEN-YEAR STRATEGY (TYS) AND COUNTRY STRATEGY PAPER (CSP)?

Indicators
- Alignment between rail and aviation cluster projects' objectives and the AfDB TYS, High 5s, African Union Agenda 63, SDGs, and sector strategies

JUDGEMENT CRITERIA
JC1.1 Relevant projects contribute to the achievements of the Bank's TYS, SDGs, RMC strategies, and the African Union Agenda 63

Question 2 (Evaluation Criterion: Relevance):

DID THE PROJECT OBJECTIVES, AS DETAILED IN THE PROJECT PAR, CONSISTENTLY ALIGN WITH THE HIGH 5S, AFRICAN UNION AGENDA 2063, SUSTAINABLE DEVELOPMENT GOALS (SDGS), AND RELEVANT SECTOR STRATEGIES THROUGHOUT THE PROJECT LIFECYCLE?

Indicators
-

JUDGEMENT CRITERIA
JC1.2 Relevant projects contribute to the achievements of the Bank's sector strategies and alleviate key challenges (regional integration, private sector development, agriculture)

Question 3 (Evaluation Criterion: Relevance):

TO WHAT EXTENT HAS THE PROJECT BEEN RESPONSIVE TO THE EVOLVING NEEDS OF RMCS, RECS AND THE LOCAL POPULATIONS (INCLUDING WOMEN)?

Indicators
- Extent to which cluster projects' objectives are aligned with applicable national and regional priorities, and end-beneficiaries' needs.

JUDGEMENT CRITERIA
JC1.3 Relevant project objectives (per relevant projects PAR) were and remained in line with the High 5s, African Union Agenda 63, SDGs, and sector strategies

---

Question 4 (Evaluation Criterion: Relevance):

TO WHAT EXTENT COULD THE PROJECT HAVE BEEN IMPLEMENTED WITHOUT THE AFDB INPUT (FINANCIAL AND NONFINANCIAL) WITH THE SAME SCOPE, QUALITY AND/OR TIMEFRAME?

Indicators
- Financial and non-financial additionality of the private sector operations

JUDGEMENT CRITERIA
JC1.4 Successful implementation of RISPs and CSPs demonstrates a thorough consideration and alignment with the key Regional Economic (RE) development challenges prevalent in Regional Organizations (ROs) and Regional Member Countries (RMCs).

Question 5 (Evaluation Criterion: Relevance):

REGARDING THE INTERVENTION'S DESIGN, ASSESS THE CLARITY AND FOCUS OF THE OBJECTIVES. EVALUATE THE REALISM OF INTENDED OUTCOMES GIVEN THE COUNTRY'S CURRENT CIRCUMSTANCES, THE QUALITY OF RISK ASSESSMENT, APPROPRIATENESS OF SOLUTIONS, RELEVANCE OF MODIFICATIONS, AND CONSIDERATION OF PREVAILING CIRCUMSTANCES.

Indicators
- Extent to which project risks were considered and mitigatory steps outlined for corresponding issues.
- Extent to which design alterations were necessary before delivery, and if so indication of what they were

JUDGEMENT CRITERIA
JC1.7 Intervention objectives adapt to evolving RMCs' needs

Question 6 (Evaluation Criterion: Relevance):

HOW DID THE PROJECT DESIGN ADAPT OVER TIME IN RESPONSE TO CHANGING AND UNPREDICTABLE EXTERNAL STIMULI?

Indicators
- Extent to which the rail and aviation cluster projects adapted over time to take into account RMC’s changing needs.

JUDGEMENT CRITERIA
JC1.9 Relevant project designs are appropriate (discounting unpredictable external stimulai), ensuring effective outputs/outcomes and alignment with objectives

---

Question 7 (Evaluation Criterion: Relevance):

DID THE PROJECT DESIGN REFERENCE PAST LESSONS LEARNED AND INCORPORATE THEM INTO DECISION-MAKING PROCESSES?

Indicators
- Extent to which rail and aviation cluster projects take in account of past lessons learnt

JUDGEMENT CRITERIA
J.C.1.11 The design of relevant projects altered over time in response to changing and unpredictable external stimuli

---

Question 8 (Evaluation Criterion: Coherence):

TO WHAT EXTENT DO OTHER AFDB INTERVENTIONS SUPPORT OR UNDERMINE THE RAIL AND AVIATION CLUSTER PROJECTS AND VICE VERSA?

Indicators
- Assessments undertaken analysing the impact the proposed project on existing projects across the transport portfolio.

JUDGEMENT CRITERIA
JC1.12 Relevant projects establish reasonable connections with intended outcomes

---

Question 9 (Evaluation Criterion: Coherence):

TO WHAT EXTENT WERE SYNERGIES BETWEEN THE AFDB'S INTERVENTIONS IN THE TRANSPORT SECTOR AND OTHER AFDB INTERVENTIONS OPTIMISED (INTEGRATED SOLUTIONS)?

Indicators
- Examination of the consideration taken for existing AfDB interventions when this project was proposed.

JUDGEMENT CRITERIA
JC1.13 Risks considered and mitigatory steps outlined, ensuring project success

---

Question 10 (Evaluation Criterion: Coherence):

WERE OTHER AFDB OR DONOR PROJECTS WITHIN THE SURROUNDING AREA CONSIDERED IN THE PROJECT SELECTION CRITERIA?

Indicators
- Selection criteria of projects which relate to linkages/synergies of existing projects.

JUDGEMENT CRITERIA
JC2.1 Other AfDB interventions and relevant transport sector projects are mutually beneficial

---

Question 11 (Evaluation Criterion: Coherence):

HOW DID PROJECT MANAGEMENT STAFF CONSIDER THE OPPORTUNITIES AND RISKS POSED BY AFDB OR OTHER DONOR PROJECTS INITIATED DURING PROJECT DELIVERY?

Indicators
- Consideration of synergies and linkages across the transport sector with other projects throughout delivery and after project closure.

JUDGEMENT CRITERIA
J.C.2.2 Relevant projects tried to establish synergies with other Bank's or other donors' interventions in the country/region

---

Question 12 (Evaluation Criterion: Coherence):

TO WHAT EXTENT ARE THE AFDB'S INTERVENTIONS COMPLEMENTARY, HARMONIZED AND COORDINATED WITH OTHER DEVELOPMENT PARTNERS' SUPPORT TO RMCS, ADDING VALUE WHILE AVOIDING DUPLICATION OF EFFORT?

Indicators
- Number of other (non-AfDB) interventions examined and analysed when this project was proposed.

JUDGEMENT CRITERIA
J.C.2.3 AfDB interventions complement, harmonise, and coordinate with other development partners, adding value

---

Question 13 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT WERE TRANSPORT PROJECTS' OUTPUTS DELIVERED AS PLANNED?

Indicators
- No. of climate resilient related infrastructure installed (e.g., strengthened bridges, upgraded road drainage systems, elevated roadways in flood-prone areas, permeable pavements, etc.,)
- No. of gender conscious related infrastructure installed (e.g., better access to sanitation facilities, train stations, etc.,).
- Number of transport awareness campaigns delivered (proportion targeting women and/or young people).

JUDGEMENT CRITERIA
J.C.3.8 Evidence suggests that relevant projects have not generated unintended negative effects on the local populations (increased pollution, deforestation, HIV/AIDS transmission, security issues) and on climate and that when these effects occurred they were successfully mitigated

---

Question 14 (Evaluation Criterion: Effectiveness):

HOW COMPELLING IS THE EVIDENCE SUGGESTING THAT THE PROJECT HAS CONTRIBUTED TO ENHANCING THE CAPACITY TO SUSTAINABLY MANAGE TRANSPORT INFRASTRUCTURE?

Indicators
- Improved border crossing and freight management

JUDGEMENT CRITERIA
JC3.10 AfDB engages stakeholders within collaborative partnerships, leveraging resources for sustainable transport development effectively

---

Question 15 (Evaluation Criterion: Effectiveness):

TO WHAT EXTENT DOES THE EVIDENCE INDICATE THAT THE PROJECT HAS IMPROVED ACCESS TO BASIC SERVICES SUCH AS HEALTHCARE, WATER, AND EDUCATION, WHILE ALSO CREATING JOB OPPORTUNITIES FOR ALL, INCLUDING WOMEN AND YOUTH?

Indicators

- Average distance/time to the nearest healthcare centre, water fountain, school

JUDGEMENT CRITERIA
JC3.11 AfDB facilitates policy dialogue, advising stakeholders for evidence-based reforms and strengthened institutional capacity in transport sector

---

Question 16 (Evaluation Criterion: Effectiveness):

BASED ON AVAILABLE EVIDENCE, HOW HAS THE PROJECT CONTRIBUTED TO ENHANCING TRANSPORT SAFETY?

Indicators
- Enforcements of safety standards

JUDGEMENT CRITERIA
JC3.12 AfDB promotes knowledge sharing, disseminating best practices, and innovative solutions for enhanced project implementation and capacity building

---

Question 17 (Evaluation Criterion: Effectiveness):

IS THERE EVIDENCE DEMONSTRATING THAT THE PROJECT DID NOT LEAD TO UNINTENDED NEGATIVE EFFECTS ON LOCAL POPULATIONS AND THE ENVIRONMENT, AND IF SUCH EFFECTS OCCURRED, WERE THEY SUCCESSFULLY MITIGATED?

Indicators
- Conditions improve for local people and climate, any adverse effects were mitigated

JUDGEMENT CRITERIA
JC3.13 AfDB leverages resources and partnerships, attracting additional funding and expertise, maximizing impact and sustainability of transport interventions

---

Question 18 (Evaluation Criterion: Effectiveness):

HOW DOES THE EVIDENCE INDICATE THAT THE PROJECT HAD A POSITIVE IMPACT ON REGIONAL INTEGRATION?

Indicators
- Number of economic activities generated by the project locally

JUDGEMENT CRITERIA
J.C.4.1 Evidence proves that projects did not suffer delays in the implementation

---

Question 19 (Evaluation Criterion: Efficiency):

WERE DELAYS PRESENT DURING THE DELIVERY OF THE PROJECT?

Indicators
- Comparison of project expected and actual time plan (length of delays)
- Number of months projects took to get to approval from identification/inception
- Number of months the project took to begin delivery activities (training sessions/construction) from approval

JUDGEMENT CRITERIA
J.C.4.2 Evidence proves that there were no cost overruns and that resources were used efficiently

---

Question 20 (Evaluation Criterion: Efficiency):

HOW DOES THE EVIDENCE DEMONSTRATE THAT THE PROJECT WAS IMPLEMENTED AS PLANNED?

Indicators
- Benefits cost ratios of the projects (by type i.e., broken down by capacity building/infrastructure constraints)

JUDGEMENT CRITERIA
J.C.4.5 Project design and governance meet appropriate standards, fostering success and sustainability

---

Question 21 (Evaluation Criterion: Efficiency):

TO WHAT EXTENT WERE THE COSTS OF THE INTERVENTION FUNDED BY THE AFDB COMMENSURATE TO THEIR PLANNED BENEFITS?

Indicators
- Variations in ex-ante ERR/NPV forecasts and updated ERR/NPV forecasts in the project PCR

JUDGEMENT CRITERIA
J.C.5.1 Evidence suggests that relevant projects is financially sustainable

---

Question 22 (Evaluation Criterion: Efficiency):

TO WHAT EXTENT HAS AFDB'S GOVERNANCE STRUCTURE HINDERED PROJECT OUTPUT DELIVERY?

Indicators
- Number of collaborative arrangements
- Number of lessons learnt integrated in project design and implementation

JUDGEMENT CRITERIA
J.C.5.2 Evidence suggests that relevant projects is technically sound and resilient to climate change

---

Question 23 (Evaluation Criterion: Sustainability):

WILL THE PROJECT CONTINUE TO DELIVER AT THE SAME LEVEL IN THE FUTURE, ARE SYSTEMS AND BUDGETS IN PLACE TO ENSURE THIS?

Indicators
- Credible and funded maintenance programme in place
- O&M plan in place and working
- Monitoring system in place and operational
- Timely budgetary allocations and disbursements of O&M expenditures
- Budgetary allocations against projected costs
- Amount of revenues against projected costs
- Premature deterioration of the project assets due to inappropriate use or lack of regular maintenance

JUDGEMENT CRITERIA
J.C.5.3 Evidence suggests that relevant projects has forged sustainable partnership and ownership of project results with beneficiaries

---

Question 24 (Evaluation Criterion: Sustainability):

IS THE PROJECT IS TECHNICALLY SOUND AND DOES IT BUILD IN ANY RESILIENCE TO CLIMATE CHANGE?

Indicators
- Evidence of long-term technical sustainability of assets
- Evidence of technical measures to ensure climate resilience and adaptation

JUDGEMENT CRITERIA
J.C.5.4 Evidence shows that relevant projects results are environmentally and socially sustainable (only apply to Environmental Category I and II projects)

Question 25 (Evaluation Criterion: Sustainability):

HAS THE PROJECT FOSTERED AND ENABLED SUSTAINABLE PARTNERSHIPS TO FORGE AND ENCOURAGED OWNERSHIP OF PROJECT RESULTS WITH BENEFICIARIES?

Indicators
- Number of local committees and/or partnerships related to the new infrastructure

JUDGEMENT CRITERIA
JC6.3 Programme benefits outweigh disbenefits, contributing positively to RMCs' development

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Interview guides for sub-consultants (regional and local) undertaking project evaluations

The project evaluations will collect relevant information and data through semi-structured interviews. This interview guidance has been prepared to support local consultants in preparing their interview questionnaire. A large variety of stakeholders will have to be consulted to gather different perspectives on the project performance. The list of questions included in this document is generic and will have to be tailored to the specific project circumstances. After having read the relevant project documents, the sub-consultant will share the final list of questions with the BDEV task manager and with Steer. For francophone countries the questions must be translated into French.

Interview minutes will have to be kept in writing as these are an important evidence base for the evaluation.

The following guidelines for conducting the interviews should be followed.

- All interviews will start with an introduction. Introduce yourself and the purpose of the interview. Ask the respond to talk about its role and position and its knowledge of the project, this will help you understand which questions s/he will be able to answer.
- Always ask for reports/studies that might support the evaluation
- Double-check quantitative information provided during interviews (through asking for a validation of the minutes to the interviewees or through other sources)
- Do not follow the questionnaire rigidly but try to capture the interviewee's knowledge as much as possible. In some cases, the response to some questions can be found in reports and some responses might connect you to other relevant questions or to important aspects you have not thought about before. Nevertheless, mark what are your key questions and make sure that you ask them.
- Do not anticipate the answers but rather use examples to help the interviewee to respond to a question that s/he has not well understood.
- Use focus groups to discuss the projects with local populations. While the head of the villages or more formal local authorities have to be informed and included, the interview process should extend to different groups of the local society. In some contexts, it is better to interview women separately, such interviews should be arranged ahead of time.
- Some respondents might be reluctant to answer to a question that is too direct/explicit, you need to find an alternative strategy and reformulate the question in a way that make the respondent more comfortable in addressing it.
- Inform the respondents that their opinions will not be traced down to individuals.
- Always add interview wrap up with conclusive questions, such as:
    - From your point of view, which are the main lessons learnt from the project?
    - Can you identify the main success and failure factors in project implementation?
    - What can you identify as a good practice and key challenge arising from the implementation of the project?

Interview minutes must be taken and recorded in writing as these are an important evidence base for the evaluation.

Annex 6 – Desk/Document Review List

This sub-section lists and summarises all documents reviewed. The first table includes material published by the African Development Bank Group and, where indicated, by the AfDB's Independent Development Evaluation group (IDEV). The second table includes relevant policy documents published by other organisations or academic researchers.

Reviewed documents include:

- organizational and project/intervention design documentation (including AfDB organigram, AfDB mandate, project/intervention document, theory of change, etc.)
- project/intervention progress reports and oversight documentation (including progress reports, monitoring data, relevant audit/evaluation reports, supervision reports financial reports)
- other relevant desk review material (relevant research reports, needs assessments, analyses, strategies, policies, etc.)
- identified additional documents to be provided by project/program management, and
- IDEV Evaluation Documents

The table below lists the AfDB (including IDEV) documents reviewed.

Table 25: AfDB documents reviewed

No.	AfDB Document	Comments
1	**AfDB's Transport Sector Policy** (1993). https://www.afdb.org/sites/default/files/documents/policy-documents/18-_en-_transport-policy.pdf	• **Summary:** AfDB foundational transport policy document from 1993. The AfDB has made loans to the transport sector since 1966 (3). Defines modes and subsectors with definitions still being used by the AfDB (5-7). AfDB loans to transport varied between 1981-1990 from as low as 8.6% to as high as 26.7%. Of the AfDB's support for transport, roads receive 66.7% of the financing (1981-1990). • **Takeaway:** With regard to the effects of transport investment, the AfDB emphasizes transport's ability to support other sectors agriculture, industry (10-11) Ports and aviation seen as a major opportunities (17-20) Challenges for roads: maintenance backlog and poor rural roads (33). Challenges for rail: lack of management freedom, skilled staff, rolling stock, "provision of uneconomic services for social reasons" (34). Challenges for air: lack of coordinated policy, organizational management, inadequate maintenance, inadequate training (36)

No.	AfDB Document	Comments
2	**Medium-Term Strategy 2008-2012** (2008) https://www.afdb.org/en/documents/document/medium-term-strategy-2008-2012-11384	• **Summary:** This AfDB Strategy highlighted the necessity to give special attention to the cross-cutting theme of environment and climate change, through compliance of the AfDB's investments to the Environmental Safeguards Policy and the Environmental and Social Impact Assessment (ESIA) to guarantee the mitigation of potential negative environmental impact from its investments. •**Takeaway:** With regard to the effects of transport investment, the tables starting on page 23 illustrate the progress of AfDB toward the goals of this strategy
3	**Bank Group Climate Risk Management and Adaptation Strategy (2009)** https://www.afdb.org/en/documents/document/bank-group-climate-risk-management-and-adaptation-strategy-16137	• **Summary:** The specific objectives of this Strategy, to inform all Country Strategy Papers (CSP) and operations of the AfDB are (A) to reduce vulnerability within the RMCs to climate variability and promote climate resilience in past and future AfDB-financed development investments making them more effective and (B) to build capacity and knowledge within the RMCs to address the challenges of climate change and ensure sustainability through policy and regulatory reforms through the support of three main areas of intervention: (i) "Climate Proofing" Investments, (ii) Policy, Legal and Regulatory Reforms and (iii) Knowledge Generation and Capacity Building •**Takeaway:** With regard to the effects of transport investment, results for this framework should be measured against the framework on page ii (ii)
4	**2011-2015 AfDB Action Plan on Climate Change** (2012) https://www.afdb.org/en/documents/document/climate-change-action-plan-ccap-2011-2015-29231	• **Summary:** The general goal of the CCAP is to support the AfDB's Regional Member Countries (RMCs) to adapt to climate change and mitigate its effects while supporting the AfDB's focus on infrastructure development and regional operations. It is organized around three pillars (Low Carbon Development, Climate Resilient Development and Funding Platform) to help African countries strengthen their capacity to respond to climate change while mobilizing resources from climate finance, the private sector and market mechanisms • **Takeaway:** With regard to the effects of transport investment, with respect to climate change, AfDB results framework for climate strategy can be found in Annex 1-7 (17)
5	**At the Center of Africa's Transformation: African Development Bank Group Ten-Year Strategy (TYS) 2013-22** (2013) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/AfDB_Strategy_for_2013%E2%80%932022_-_At_the_Center_of_Africa%E2%80%99s_Transformation.pdf	• **Summary:** The AfDB's ten-year strategy has two main objectives: Inclusive Growth (more jobs, less poverty) and Green Growth (sustainable use of natural resources). Five operational priorities for delivering these: Infrastructure development, regional economic integration, private sector development, growth and accountability, skills and technology. Three areas of focus: Fragile states, Agriculture and food security, Gender (1-3) • **Takeaway:** With regard to the effects of transport investment, since 2009 the AfDB has financed more than 70 multinational operations for a total of USD3.8 billion, resulting in the construction of 467 kilometers of cross-border roads and the construction and rehabilitation of 776 kilometers of cross-border transmission lines (assuming this is 2009-2012, report published in 2013) Since 2008 the AfDB, has provided financial assistance of about USD2.5 billion, building 850 kilometers of feeder roads, rehabilitating 1,100 rural markets, improving 26,000 hectares of agricultural land, drilling and rehabilitating 3,000 boreholes and training 6,000 farmers—60% of them women—in agricultural technology land use, and microfinance-120,000 microenterprises (14, 19)
6	**Transport in Africa: The African Development Bank's Intervention and Results for the Last Decade Summary Evaluation Report** (IDEV, 2014)	• **Summary:** This is the most recent ten-year transport evaluation completed by the AfDB's independent evaluation arm (1). The questions about relevance, effectiveness, etc are similar. • **Takeaway:** With regard to responding to beneficiaries' needs, 1993 Transport Policy failed to channel assistance to a forward-looking vision of transport--need a new policy and regularly updated action plans (4) With regard to interlinkages between the

No.	AfDB Document	Comments
	https://www.idevd7.afdbnet.com/sites/default/files/documents/files/Transport%20in%20Africa-%20The%20African%20Development%20Bank%E2%80%99s%20Intervention%20and%20Results%20for%20the%20Last%20Decade.pdf	AfDB's interventions in transport and that of RMCs, development partners and regional organizations, at present countries simply tell the AfDB which links they want to invest in-this prevents the Banking from taking a holistic approach to regional integration, i.e. what is best for the RMC is not necessarily the most pressing issue in terms of the AfDB's goals (regional + economic integration), lack of coherent policy dialogue on how to achieve these (6)
7	**Nacala Rail & Port Project: Summary of Consolidated Resettlement Reports** (2015a)	• **Summary:** Document gives project history of the coal mining in Moatize, Mozambique and the subsequent push for increased freight rail to transport it through the Nacala corridor. Project History: In 2004, Government of Mozambique launches tender for coal mine studies, won, and executed by Brazilian mining firm Vale from 2005-2006. In 2010, Vale buys 51% share in Development Company of the Nacala Corridor which holds most of the shares in the Central East African Railways (CEAR) and Northern Development Corridor (CDN). In August 2011, Vale opens coal mine in Moatize Mozambique with planned mining along the Logistics Nacala Corridor (Vale sold these assets to Vulcan in 2021). (3-5) • **Takeaway:** With regard to ESG concerns, 244 houses were affected by the project, with 187 families transferred to interim housing and 57 families waiting to be served in Nampula City (89**).** With regard to the effects of transport investment, the two main impacts are: Coal exports + displacement. According to a different document for lenders, however, "The Nacala Corridor and Port Project has physically displaced 1,817 households. Of these, 1,058 households have experienced both physical and economic displacement. A further 12,033 households have been economically displaced. Table 2 summarizes the number of affected households in each corridor section" (https://www.afdb.org/en/documents/document/mozambique-nacala-rail-port-project-summary-rap-10-2015-84121). AfDB could provide clarification.
8	**Rail Infrastructure in Africa** (2015b) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Events/ATFforum/Rail_Infrastructure_in_Africa_-_Financing_Policy_Options_-_AfDB.pdf	• **Summary:** AfDB document summarizing the current state of rail on the continent from its study of the railways of eight countries: Botswana, Cameroon, Kenya, Madagascar, Morocco, Senegal, Tanzania and Zambia • **Takeaway:** The AfDB finds that it is best to focus on what railways do best (1. Connecting Major African Metropolitan Areas (passenger), 2. Densely populated areas and corridors (passenger + freight), 3. Corridors from port to inland (freight), 4. Major mining basins (freight) (XVI, 107) The AfDB sees the public model from Transnet/PRASA in RSA as models of good service delivery and sound financial performance (as opposed to floundering PPPs) (XVI). Countries should harmonize the gauge they are using-if a country changes gauge it may make future connection projects impossible (XVII)
9	**Regional Integration Policy and Strategy 2014-23 -** **Integrating Africa: Creating the next global market** (2015c) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Regional_Integration_Stategy_	• **Summary:** Outlines why the AfDB promotes regional integration as the key to economic development on the continent. New resource discoveries provide opportunities for temporary growth, but "only regional integration will help create larger markets that are attractive to the investment and trade, critical for generating sustained growth, creating jobs and transitioning to inclusive growth (ix) • **Takeaway:** With regard to responding to beneficiaries' needs, the AfDB aims to boost the ability of indigenous financial institutions to participate in trade finance/support SMEs (x). For Transport, AfDB wants to close missing transport links on regional highways, connect transport routes to hubs, promote hub ports that open landlocked countries to trade, promote rail + water transport, modernize logistics (12).With regard to time and resource utilization, the AfDB thinks it can use resources more efficiently if it increases support for soft infrastructure + capacity building (Planning and Coordination Agency NPCA) (5). This

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	RIPoS_-2014-2023_-Approved_-__Rev_1__-_11_2014.pdf	would make it so the people who receive AfDB support are more prepared to effectively use it. The AfDB also likes the idea of increasing collaboration with UNECA, AU, and the RECs (6)
10	**African Development Bank Climate Change Action Plan 2016-2020** (2017a) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AfricanDevelopmentBankClimateChangeActionPlan2016-2020.pdf	• **Summary:** The CCAP II builds on lessons learned and recommendations from the CCAP I and it aligns with the "High 5s" Agenda and African Union Agenda 2063. The action plan activities are organized along four main pillars: adaptation and climate-resilient development; mitigation and low carbon development; financial resource mobilization; and enabling environments addressing cross-cutting issues, including policies and institutional reforms, capacity development, technology development and transfer, and creation of partnerships and networks. The CCAP2 intends to guide the AfDB in achieving the climate finance target (i.e., by 2020, 40% of the AfDB's finance should be identified and reported as climate finance using the MDB Climate Finance Tracking methodologies) • **Takeaway:** With regard to responding to beneficiaries' needs, the plan notes that 30/54 countries have ratified their NDCs to the Paris agreement making them nationally binding. The AfDB's role is therefore to provide financing to help RMCs fulfil these goals (11) Starting on page 12, the AfDB outlines how to align each High Five with the Paris Climate Agreement. Table 1 provides clear goals to measure against (16) With regard to time and resource utilization, Box 15 outlines other financing mechanisms that can support the AfDB's climate initiatives (22) With regard to the effects of transport investment, Figures 3-5 outline how the AfDB's financing streams are changing to align with its climate change priorities (23-25)
11	**The Bank Group Results Measurement Framework 2016-2025** (2017b) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/Final_-_RMF_-__Rev.2_Final_.pdf	• **Summary:** To boost its impact on development, the AfDB is taking five major actions within the scope of the RMF 1) Measuring High Fives 2) Tracking with Development and Business Delivery Model (DBDM) 3) Tracking intermediate outcomes and project outputs using new methodology Development Impact Approach 4) Improving private sector contributions 5) Increase AfDB attention to gender equality • **Takeaway:** Key Indicators by the High Fives begin on page 8, all the tables are useful (Table 7 relates to effective operations). With regard to ESG concerns, Climate Indicators are part of the Cross-Cutting Strategic Areas beginning on page 10 (also includes non-tax fiscal revenues)
12	**Road Maintenance in Africa** (2017c, July)	• **Summary:** Case studies of AfDB support to road maintenance • **Takeaway:** With regard to the AfDB's objectives of providing transport to different groups of beneficiaries, , the AfDB argues that to make road maintenance more effective, the awarding of road contracts should not be within government mandate but in that of an independent road authority to avoid corruption. AfDB support led to the creation of a road authority and separate fund in Liberia (24), a road asset management system in Rwanda (37). With regard to ESG concerns, AfDB through funds from the Nordic Development Fund (NDF), is supporting Mozambique to map climate impacts and Rwanda to build in resilience to challenges exacerbated by climate change such as landslides (58)

No.	AfDB Document	Comments
13	**Abuja BRT 2018 Progress Report** (2018a)	• **Summary:** September 2018 Progress report on Abuja BRT Study (includes traffic survey, financial and socio-economic analysis, environmental impact and feasibility of various routes). Environmental impact and route feasibility outstanding in September but expected to be finished by December 2018. •**Takeaway:** With regard to responding to beneficiaries' needs, this document shows the process of RMCs obtaining financing from the AfDB for transport, insight into the studies required by the AfDB. Responds to local demand for BRT outlined in 2017 survey (Nasarawa State University) With regard to interlinkages between the AfDB's interventions in transport and that of RMCs, development partners and regional organizations, the document shows the process for accessing funds through the AfDB's Clean Technology Fund (CTF) program. With regard to the effects of transport investment, in January 2024, Nigeria's Federal Capital Territory Administration announced it would introduce BRT system in Abuja (TheCable.ng).
14	**Infrastructure and Urban Development Annual Report 2017** (2018b) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Infrastructure-UrbanDev_Annual_Report_2017.pdf	• **Summary:** Provides an overview of Infrastructure and Urban Development investments by the AfDB in 2017. In 2017, the AfDB approved 16 projects in Transport, Urban Development and ICT for a total of USD 1.52 billion. Road projects accounted for the largest sector with financing of USD 689 million, followed by aviation with USD 295 million. The railway sector accounted for USD 288 million, followed by urban development at USD 128 million and ICT at USD 109 million. (12-13) • **Takeaway:** With regard to interlinkages between the AfDB's interventions in transport and that of RMCs, development partners and regional organizations, the document outlines its investments in High 5 areas: Integrate (cross-border roads Kapchorwa, Uganda to Kitale, Kenya), Industrialize (North-East Conductivity Road in Tunisia), Feed (Kimumbu-Gitega road in Burundi connect to agriculture), Quality of Life (Cities Modernization Program in Senegal-highways, schools, hospitals, sports centers, and public spaces) (7-8) Support for growing aviation sector $135 million for new planes and pilots for Air Cote d'Ivoire and $160 million for a second runway at JKIA in Nairobi (10)With regard to ESG concerns, the document references a $4 million grant from Nordic Development Fund to AfDB to establish Urban & Municipal Development Fund for Africa to plan climate resilient urban infrastructure (42-44)
15	**African Development Bank Group Group's Policy on Non-sovereign Operations** (2019a) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Policy-Documents/NSO_Policy-En.pdf	• **Summary:** This is a policy from the African Development AfDB that outlines its lending policies to non-sovereign institutions (private enterprises, public sector enterprises), without sovereign guarantees. A sovereign guarantee is a government's guarantee that a government will backstop a loan given to a state-owned entity (SEO) in the case that it defaults (IRENA, 2020). According to this policy, the AfDB is allowed to loan to entities without the sovereign backstop only if the borrower is a private enterprise or eligible public enterprise, the operations are financially sound, they result in satisfactory development outcomes, and the AfDB brings additionality (Ex. financing not provided by the market, risk mitigation) (1) • **Takeaway:** With regard to time and resource utilization, the AfDB underscores that this policy permits it to "generate financial return for the AfDB and promote (a) regional ownership of productive enterprises; (b) efficient use of resources; (c) regional economic cooperation and integration; (d) entrepreneurial risk-taking to support the diversification and modernization of national or sub-regional economies" (26). This policy affects public sector enterprises, private sector enterprises, subnational governments, public private partnerships (PPPs), special purpose vehicles (SPVs) (14)

No.	AfDB Document	Comments
16	**Cross-Border Road Corridors: The Quest to Integrate Africa** (2019b) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/Cross-border_road_corridors.pdf	• **Summary:** The document provides an overview of cross-border road corridors financed by the AfDB from 2004-2018, divided by region. • **Takeaway:** With regard to the AfDB's objectives of providing transport to different groups of beneficiaries, particularly women and youth, the "Outcome" section of each case study documents travel time savings and other benefits derived from the investment. With regard to time and resource utilization, each case study has the money invested, the kilometers of road upgraded and number of people affected. A $/km calculation could be completed to measure which projects are the most efficient.
17	**Infrastructure and Urban Development Annual Report 2018** (2019c) https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/PICU_Annual_Report_2018.pdf	• **Summary:** The AfDB's yearly overview and scorecard of its investments in Infrastructure and Urban Development. "Among this year's portfolio focus, a strong boost to road corridors across Africa. 2018 projects reinforce the AfDB's High Five strategic actions to Integrate Africa by connecting cities across borders and by linking landlocked regions to seaports." • **Takeaway:** With regard to responding to beneficiaries' needs, the AfDB notes that "trade between neighboring countries is often affected by the poor state of the road" and highlights its 2018 investments in corridors between Burundi and Tanzania, Mali and Algeria, Cameroon and Nigeria, and Ivory Coast and Cote d'Ivoire and Ghana as the solution. These roads, according to the AfDB, should be accompanied with one-stop border posts. With regard to interlinkages between the AfDB's interventions in transport and that of RMCs, development partners and regional organizations, the AfDB is seeking to increase the bankability of African projects for foreign investors by investing equity. AfDB writes "Africa's infrastructure gap exists in part due to an insufficient number of bankable projects being developed. Recognizing the need for equity participation, the AfDB continued its support for the African Infrastructure Investment Fund 3 (AIIF3), an equity vehicle with a target fund size of USD 750 million. In November 2018, the AfDB approved an investment of USD 40 million into the fund." (12)
18	**Infrastructure and Urban Development Department - Annual Report 2019. African Development Bank - Building Today, a Better Africa Tomorrow.** (2021a 15 February) https://www.afdb.org/en/documents/infrastructure-and-urban-development-department-annual-report-2019	• **Summary:** The AfDB's annual report of projects financed in Infrastructure and Urban Development for 2019, "a record lending amount of USD 2.2 Billion for a diversified portfolio of 21 transport project" (1) • **Takeaway:** With regard to the AfDB's objectives of providing transport to different groups of beneficiaries, particularly women and youth, the AfDB says strives to include opportunities for women and youth in every project. For the Ghana Eastern Corridor Road, for example, " From the outset, the project will address the human capital deficit in the construction sector by training over 500 youth (at least 40% female) in skills such as masonry, steel fixing and auto mechanics. Longer term job creation will be achieved through the support of District and Community Level Agro-Processing Facilities for women and youth" (34) With regard to time and resource utilization, as with all of AfDB's project reports, we see total cost and outputs including km of road build and other outputs such as schools and health facilities in addition to outcomes such as travel time savings. With regard to whether the benefits of transport investment are likely to continue into the future and ESG concerns, the AfDB has a "Focus on Integrated Urban Planning, Climate Change and Green Growth," mostly realized at present by planting trees near highways (13)
19	**The African Development Bank Group Gender Strategy 2021–2025** (2021b)	• **Summary:** The AfDB Gender Strategy hinges on three pillars: Empowering women through access to finance and markets, Accelerating employability and job creation for women through skills enhancement, and Increasing women's access to social services through infrastructure (2) •**Takeaway:** With regard to time and resource utilization, the report finds that "USD 42 billion is the estimated to be the current financing gap for women entrepreneurship across business value chains on the continent. SSA hosts close to 13 million formal and

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	https://www.afdb.org/en/documents/african-development-bank-group-gender-strategy-2021-2025	informal SMEs with one or more women owners, yet a majority have no access to finance and limited access to markets" (11) With regard to the effects of transport investment, "Women's development and growth are heavily hampered by their lack of access to infrastructure (roads, health, education, water) and awareness to opportunities" therefore improving infrastructure has an outside impact on women (11)
20	**2nd Climate Change Action Plan (2016–2020) - Completion Report** (2022a) https://www.afdb.org/en/documents/2nd-climate-change-action-plan-2016-2020-completion-report	• **Summary:** Evaluation of Progress of Climate Change Action Plan II. CCAP2 covered the period 2016 to 2020 but was extended to 2021 due to COVID-19. CCAP2 was built on four pillars, comprising Pillar 1 on adaptation and climate-resilient development, Pillar 2 on mitigation and low-carbon development, Pillar 3 on climate finance, and Pillar 4 on enabling environment and cross-cutting issues. • **Takeaway:** With regard to time and resource utilization, the finance needed for climate mitigation and adaptation begin with tables starting on page 28. With regard to the effects of transport investment, see Figure 2 (xii)
21	**Abuja BRT 2022 Progress Report** (2022b)	• **Summary:** Updated Progress Report from 2022 for Abuja BRT • **Takeaway:** With regard to responding to beneficiaries' needs, the report shows that since 2018, the Environmental Impact Assessment has been completed and the Engineering is 95% complete. With regard to time and resource utilization, 84.64% of funds had been dispersed in 2022 with Progress to Be Completed at 5% left for Engineering report and 50% remaining for the Audit Report. With regard to whether the benefits of transport investment are likely to continue into the future and ESG concerns, the report rates the project outputs as "Highly satisfactory"
22	**AfDB Sustainable Urban Development Action Plan (SUDAP)** (2022c) https://www.afdb.org/sites/default/files/2023/01/18/transport-toward_a_more_inclusive_safer_and_cleaner_mobility_in_african_cities_-_sudap_paper_-_addb_umdf_-_2022.pdf	• **Summary:** The document represents the AfDB's 2022 action plan on urbanization. • **Takeaway:** With regard to responding to beneficiaries' needs, the report finds that African cities have a lower percentage of urban land dedicated to streets, meaning that few roads are carrying the large majority of traffic, leading to issues with congestion (5) With regard to the AfDB's objectives of providing transport to different groups of beneficiaries, particularly women and youth, the report explains that "In sub-Saharan African cities, demand-responsive, privately-owned minibus taxis, sometimes referred to as 'paratransit,' are the predominant public transport mode." (6)
23	**Bank policy for Addressing Fragility 2022-2026** (2022d) https://www.afdb.org/en/documents/bank-groups-strategy-addressing-fragility-and-building-resilience-africa-2022-2026	• **Summary:** This Strategy sets out the African Development Bank Group's approach to addressing fragility by building more resilient institutions, economies, and societies in all its Regional Member Countries. It defines fragility as a condition where the exposure to internal or external pressures exceeds existing capacities to prevent, respond to, and recover from them, creating risks of instability. (i) The Annexes beginning on XIV are very helpful (page 43 in document) • **Takeaway:** A comprehensive list of all the AfDB's policies relating to Fragility begins on page VI. With regard to the AfDB's objectives of providing transport to different groups of beneficiaries, particularly women and youth, conflict and displacement severely hamper the AfDB's ability to deliver the High Fives Figure 2 on Conflict Related Events and Displacement (5)
24	**Evaluation of AfDB Road and Port Projects** (2012–2019) (IDEV 2022)	• **Summary:** "This summary report presents the key findings and lessons of an independent cluster evaluation of 18 transport projects approved by the African Development Bank Group (AfDB or the Bank) across the African continent from 2012 to 2019." (1)

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	https://www.afdb.org/en/documents/cluster-evaluation-afdb-road-and-port-projects-2012-2019	• **Takeaway:** With regard to time and resource utilization, the report found that "embedding a revenue generating mechanism in transport projects can be an effective way to address the lack of funding and capacity for maintenance" (5) Apart from the two port projects and the toll bridge, the projects achieved or largely exceeded traffic forecast (3), "the projects' training and capacity-building activities were appreciated and deemed useful by direct beneficiaries, but the long-lasting benefits could not be measured." (27)
25	**Infrastructure and Urban Development Annual Report 2020-21** (2022e) https://www.afdb.org/sites/default/files/documents/departmental-annual-reports/picu_annual_report_20_21_eng.pdf	• **Summary:** The AfDB's annual report on investments in Infrastructure and Urban Development combined for 2020 and 2021 due to Covid-19. Effectively, the AfDB approved 14 projects valued at $1.6 billion and impacted 9.6m people on the continent, focusing on key sectors and social investments that drove the post-COVID recovery, including tourism, commodities, trade and manufacturing. • **Takeaway:** With regard to responding to beneficiaries' needs, "The AfDB's first-ever direct intervention in local governance took place in 2021. The objective of PAMREC is to improve the financial situation of municipalities in Côte d'Ivoire by increasing the revenue generation capacity of beneficiary municipalities from 25% in 2022 to 50% by 2023-2024." (9) With regard to time and resource utilization, we see the total expenditure and results on page 19-20 in regard to highways constructed and jobs created (20).
26	**Urban and Municipal Development Fund Annual Report 2021** (2022f) https://www.afdb.org/sites/default/files/documents/departmental-annual-reports/13102022_umdf_ar_2021.pdf	• **Summary:** The AfDB's 2021 report on urbanization • **Takeaway:** With regard to responding to beneficiaries' needs, the first step to improving urbanization trends according to the Bank is improving urban planning, investing in ICT zoning in Bizerte (Tunisia), climate change resilience planning in Dodoma (Tanzania), and land use planning in Libreville (Gabon) (10-16) With regard to the Bank's objectives of providing transport to different groups of beneficiaries, particularly women and youth, the report points to the solar powered BRT in Marrakesh as an example (17) With regard to time and resource utilization, budget and outcomes are in annex 2 (28)
27	**2023-2025 Work Programme and Budget Document - Strengthening the Bank to Support Africa's Economic Recovery and Resilience** (2023a) https://www.afdb.org/en/documents/2023-2025-work-programme-and-budget-document-strengthening-bank-support-africas-economic-recovery-and-resilience	• **Summary:** The AfDB's work programme for 2023-2025. • **Takeaway:** With regard to time and resource utilization, there is a budget breakdown by High Fives on page 16 with Integrate Africa receiving 16% of the funding. With regard to the effects of transport investment, the Bank emphasizes the importance of Strengthening Human Capacity as key to spreading the benefits of investment (26)
28	**Annual Development Effectiveness Review 2023** (2023b) https://www.afdb.org/en/documents/annual-development-effectiveness-review-2023	• **Summary:** An overview of how the AfDB is doing in achieving its objectives. According to the 2022 Aid Transparency Index, the Bank was found to be the most transparent development institution globally. The Bank showed improving metrics for gender and climate and declining metrics for non-performing operations and timely implementation. • **Takeaways:** In 2022, the Bank rehabilitated or maintained 832 km of road providing 2.9 million people with access to transport (9). With regard to time and resource utilization, the Bank has pushed projects back to country offices after the pandemic with 78% of projects being managed by country offices in 2022. 54% of total staff are in country offices (10). With regard to the effects of transport investment, in 2022 the Bank supported the Burundi-Rwanda Road Development and Transport Facilitation Project,

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		that entailed the construction of key road links for the Economic Community of Great Lakes Countries, and the Nacala Road Corridor between Mozambique and Malawi, which benefited over 2 million people
29	**Cross-Border Road Corridors - Expanding Market Access in Africa and Nurturing Continental Integration** (2023c) https://www.afdb.org/en/documents/cross-border-road-corridors-expanding-market-access-africa-and-nurturing-continental-integration	• **Summary:** This report documents the Bank Group's commitment to supporting regional member countries to expand road infrastructure especially cross-border transport corridors. • **Takeaway:** With regard to responding to beneficiaries' needs, the "Roads are the main mode of transport on the continent, carrying 80 percent of goods and 90 percent of passenger traffic. However, Africa has significant road infrastructure deficit leading to increased transaction costs and low level of Intra-Africa trade which sit at just 18% of total goods traded in the continent." With regard to the effects of transport investment, the report highlights «As a result (of PIDA), close to 18,022 kilometer of climate resilient, regional highways have been built on 25 road corridors, along with 27 one-stop border post facilities and 18 bridges. Some of these corridors were built as part of the Trans-African Highway network under various continental and regional infrastructure development programs including the Program for Infrastructure Development in Africa (PIDA)."
30	**Sustainable Transport Action Plan 2023-27** (2023d)	• **Summary:** AfDB strategy for sustainable transport for 2023-2027. The plan provides an overview of the Bank's investments in transport in addition to available funding mechanisms from other Development Finance Institutions (DFIs), Project Preparation Facilities (PPFs), and Climate Finance institutions. The plan includes a SWOT analysis of the Bank's current transportation portfolio and outlines objectives for Bank Interventions in all project's phases (upstream, midstream, and downstream). KPI document included in Docs folder • **Takeaway:** "AfDB has set at 40% its targeted share of total financing allocated to climate finance" (25). With regard to the effects of transport investment, the Bank notes that "The project monitoring and evaluation practices were assessed to be insufficient to reach the Bank's assistance performance goals" (27)
31	**Climate Change and Green Growth Strategic Framework: Operationalising Africa's Voice - Action Plan 2021-2025. African Development Bank - Building Today, a Better Africa Tomorrow.** (2023e, 21 March) https://www.afdb.org/en/documents/climate-change-and-green-growth-strategic-framework-operationalising-africas-voice-action-plan-2021-2025	• **Summary:** The Bank's first Climate Change and Green Growth Strategic Framework, aimed at operationalizing the Bank's commitment to "ensuring that 40% of its annual finance can be identified as climate finance using MDB's climate finance tracking methodologies." • **Takeaway:** With regard to responding to beneficiaries' needs, priority areas for investment: Adaptation: 1. Water, sanitation and hygiene, 2. Agriculture, forests + fisheries 3. Health 4. Human development 5. Disaster risk Mitigation: 1. Agriculture, forests +fisheries 2. Energy 3. Transport 4. Urban infrastructure (15-22) The Bank advocates for two priority areas for green growth: 1) Key infrastructure 2) Biodiversity (23-25) With regard to time and resource utilization, the report states that the Bank will commit $25 billion to climate finance between 2020-2025. The Bank also commits to ensuring that 40% of its annual finance can be identified as climate finance using MDB's climate finance tracking methodologies (27) With regard to the effects of transport investment, Step-By-Step Implementation Plan is outlined in Annex II (34)

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32	**The Case of Mainstreaming Green Growth (GG) and Climate Change (CC) into the AfDB's Interventions: Energy and Transport Cluster – What is the secret to good sustainability?** (Yamaguchi, M., & African Development Bank Group, 2023).	• **Summary:** The presentation is from a knowledge sharing session of the Bank's independent evaluation arm IDEV on mainstreaming green growth into the Bank's interventions. • **Takeaway:** With regard to interlinkages between the Bank's interventions in transport and that of RMCs, development partners and regional organizations, the presentation highlights specific Bank interventions that relate to the green growth goal such as the Banjul Port Expansion in The Gambia (Slide 3) in addition to continent wide programs such as the Africa Adaptation Acceleration Program (AAAP) and the Alliance for Green Infrastructure in Africa (AGIA) (Slide 4-8).

The table below lists relevant policy and research documents produced by other organizations or academic researchers.

Table 26: External documents reviewed

No.	Citation	Overview
1	University of Arizona. (2000). **What is Qualitative Comparative Analysis (QCA).**	• **Summary:** Background on the type of Case study we are to use for this evaluation. "Using QCA it is possible to assess causation that is very complex, involving different combinations of causal conditions capable of generating the same outcome" (3) • **Takeaway:** This is how QCA works: 1) Identify outcome interested in as the "positive case" 2) Identify negative case 3) Identify cause Example: IMF imposes austerity measures-mass protest in Peru, Argentina and Tunisia, but not in Mexico and Costa Rica. Identify reasons: severity of measures, living conditions, political mobilization
2	Kaenzig, R., Mobereola, D., & Brader, C. (2010). **Africa's First Bus Rapid Transit System. World Transit Research.** https://www.worldtransitresearch.info/research/3900/	• **Summary:** An overview of the success of BRT Lite in Lagos, Nigeria. "BRT Lite" comes into service in Lagos in 2008, implemented on a 15-month time frame for $1.7m/km (1) Worked with a local artist who presented to steering committee on what BRT could look like (3) • **Takeaway:** The BRT Initiative was led by Asiwaju Bola Ahmed Tinubu, governor or Lagos state from 1999-2007 who sought to build an integrated transport system and sent his minister of transport to Latin America to see how their systems work (5). Mr. Tinubu is currently President of Nigeria and chair of ECOWAS.
3	Japan International Cooperation Agency. (2011). **Ministry of Transport and Communications Portos e Caminhos de Ferro de Moçambique THE PREPARATORY SURVEY ON NACALA PORT DEVELOPMENT PROJECT IN THE REPUBLIC OF MOZAMBIQUE FINAL REPORT** https://openjicareport.jica.go.jp/pdf/12030847_01.pdf	• **Summary:** JICA was dispatched to Mozambique in 2009 to study the existing conditions of the Nacala Port and develop short- and long-term plans for its rehabilitation. Short term (2020) : Rehabilitation of North + South Warf, Gates road, railway (70). Long term (2030): Creation of mega port for bulk cargoes (ES-4) • **Takeaway:** With regard to interlinkages between the Bank's interventions in transport and that of RMCs, development partners and regional organizations, the road corridor design was carried out by JICA from 2006-2009. Afdb approved $181 million loan for construction of Nacala Road Corridor phase 1 from Cuamba (Mozambique) to Nampula (Mozambique-200km from Nacala) (41). Nacala-Cuamba is also served by a train (9)

No.	Citation	Overview
4	Evaluation Cooperation Group (ECG). (2012). **Good Practice Standards for the Evaluation of Public Sector Operations** https://www.ecgnet.org/document/good-practice-standards-evaluation-public-sector-operations	• **Summary:** How the AfDB seeks to be evaluated. Standards for the evaluation of International Financial Institutions (IFIs). Terms and Definitions on Page 4. Good Practice Standards for how to evaluate IFIs are from 9-25. Uses same criteria of Relevance, Effectiveness, Efficiency, and Sustainability • **Takeaway:** This evaluation methodology can standardize benchmarking the AfDB's operations against other development banks.
5	Japan International Cooperation Agency. (2015). **PEDEC-NACALA: Final Study Report.** https://openjicareport.jica.go.jp/pdf/12268140.pdf	• **Summary:** JCIA identifies potential benefits of investments in Nacala corridor, particularly in relation to resource extraction (coal, LNG). (1) •**Takeaway:** With regard to responding to beneficiaries' needs, the JCIA underscores that historically Nacala was an export corridor through the Northern Railway and Malawian Railway system, but service was disrupted by Mozambique's civil war from 1977-1992 (1). Existing rail conditions in Malawi: Central East African Railways (CEAR) Concession. Zambia: Tanzania Zambia Railway Authority (TAZARA) (7-8).
6	Cabinet Infhotep. (2016). **Les transports en Afrique - Enjeux et perspectives.**	• **Summary:** The report provides a great overview table (page 4) and useful maps on port, air, rail, and road infrastructure on the continent. Infhotep is a French consulting firm Infhotep that advises private and French public sector clients in logistics (works with big players on the continent such as Bollore and Eiffage). •**Takeaway:** The report quantifies the cost of poor infrastructure (imports that cost 30-40% more, logistical costs that are 4 to 6 times that of other developing countries. (4) With regard to time and resource utilization, the report underscores the additional costs created by poor transportation infrastructure: $750 to transport a container from Tokyo to Mombasa (11,180km) and $2250 from Mombasa to Kigali (1,437km) (4)
7	African Union Commission. (2017). **Transport Policy Paper Delivering sustainable transport for realising AU Agenda 2063.** https://au.int/sites/default/files/newsevents/workingdocuments/35173-wd-transport_policy_en.pdf	• **Summary:** Agenda 2063 is a strategic framework for the socio-economic transformation of Africa over the next 50 years that builds on and seeks to accelerate the implementation of many continental initiatives for economic prosperity and sustainable development. • **Takeaway:** One of these initiatives is the Programme for Infrastructure Development in Africa (PIDA). Formulating Agenda 2063 involved extensive consultation with stakeholders and builds on national, regional and continental experience and good practices, including those in the transport sector. The report mentions the Malabo Declaration of African Transport Ministers in 2014, which advocated for developing new transport business models, rail transport, road connectivity, and inland to mainland routes (2)

No.	Citation	Overview
8	A. T, O., M.Y, A., & J. I., Magaji. (2017). **Bus Rapid Transit (BRT) Project: An Alternative to Road Traffic Congestion along Mararaba-Nyanya-Abuja Highway, Nigeria. Nasarawa State University.** https://casirmediapublishing.com/wp-content/uploads/2019/09/Pages-101-111.pdf	• **Summary:** Article is the results of a survey of 300 road commuters in Abuja to determine main concerns (time, accidents, loss of working, pollution, etc.) and perceptions of a BRT as a solution. This study is perhaps the first phase of the planned BRT in Abuja (according to the project progress reports from 2018 and 2022). • **Takeaway:** With regard to responding to beneficiaries' needs, 76.67% of residents supported the idea of a BRT as a solution to high levels of congestion on the Mararaba-Nyanya-Abuja highway. With regard to time and resource utilization, the article promotes the BRT as a way to "combine the capacity and speed of a metro with the flexibility, lower cost and simplicity of a bus system", a sort of "surface subway" (103) In January 2024, Nigeria's Federal Capital Territory Administration announced it would introduce BRT system in Abuja (TheCable.ng).The planning studies for this project were funded by the AfDB in 2018 and 2022.
9	Ecofin Hebdo. (2018). **USAID Nacala Port Report.** https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwjRp62F9PuDAxVXklkEHX1xBCoQFnoECBUQAQ&url=https%3A%2F%2Fwww.agenceecofin.com%2Ffiles%2F31%2FHebdo%2F176%2FEcofin-Hebdo-1-2018-02_-_USAID_-Nacala-Corridor-Draft-Final-Report-2018-02-12.pd&usg=AOvVaw24HkivtSXs3C4oB79tlT84&opi=89978449	• **Summary:** "The study provides analysis of the Port of Nacala, the Nacala Special Exports Terminal (TEEN), railway and road networks, and nodes (inland terminals, weighbridges, etc.) and storage facilities, with an emphasis on transport and logistics services bottlenecks. The report also analyzes economic impacts of implementing selected transport improvements along the corridor." "The corridor's area of influence extends with the rail line east from Nacala port on the Mozambique coast, westward through Nampula Province to Cuamba in Niassa Province, and on to Nkaya in Malawi and Moatize in Tete Province. Moatize in Tete Province is the location of a major coal mine that anchors the west end of the rail line." (7) • **Takeaway:** With regard to the effects of transport investment, the report finds " realizing large-scale industrial projects in the downstream gas, coal, forestry, tourism, and agro-processing sectors along the Nacala Corridor can bring the economies of scale to boost transport competitiveness, and thus economic competitiveness of business operating along the corridor" (9).
10	Raitzer, D., Blöndal, N., & Sibal, J. (2019). **Impact EvaluatIon of transport Interventions: A review of the evidence.** https://www.adb.org/sites/default/files/publication/502276/impact-evaluation-transport-interventions.pdf	• **Summary:** Literature review commissioned by ADB on Transport Impact Evaluations in developing countries. This review identifies 91 transport impact evaluations in developing countries, of which more than 65% have been published after 2012 (ix) • **Takeaway:** The report outlines common designs of impact evaluations in addition to data on which methods are most commonly used (17) Case studies on which ones worked best are on page 21. report highlighted technology as key for measuring impact ""Many recent impact evaluations have started to use automatically collected data from traffic detection systems, air pollution monitors, public transit monitors, and even license plate recognition technology" (x)

No.	Citation	Overview
11	The World Bank Group. (2019). **Impact Evaluation of Pradhan Mantri Gram Sadak Yojana (PMGSY).** https://pmgsy.nic.in/sites/default/files/Impact_Evaluation.pdf	• **Summary:** The Pradhan Mantri Gram Sadak Yojana (PMGSY), was launched by the Govt. of India to provide connectivity to unconnected Habitations as part of a poverty reduction strategy. This report presents the results of an impact evaluation of PMGSY that uses a difference-indifference approach and panel data from the states of Himachal Pradesh, Madhya Pradesh, and Rajasthan collected in 2009 and 2017 •**Takeaway:** The program seeks to establish farm-to-market connectivity by providing access to all-weather roads to about 178,000 habitations across India (7) The World Bank finds " as a consequence of PMGSY roads, the rate of primary employment in the nonfarm sector increased by about 12percentage points in the habitations studied. This increase represents a 33 percent increase over the average share of nonfarm primary employment in 2009 in habitations that were connected after 2009" (7) In terms of total impact, the report finds that "By 2018 PMGSY had delivered more than 550,000 kilometers of all-weather rural roads, connecting more than 159,000 habitations, at a cost of $27 billion" (10) With regard to the effects of transport investment, Women stepped in to take care of the farm after road connectivity was improved. The entrance of women into the workforce was the main force behind the 5.5 percent increase in employment in connected habitations. (7) PMGSY roads had a positive impact on human capital formation in rural India, with boys and girls benefiting equally (7) Benchmarking for Impact Eval of AfDB roadbuilding
12	European Bank for Reconstruction and Development. (2019). **EBRD Transport Sector Strategy (2019-2024)** https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwio6s_09PuDAxWvv4kEHZzEDWkQFnoECA4QAw&url=https%3A%2F%2Fwww.ebrd.com%2Fdocuments%2Ftransport%2Fstrategy-for-transport.pdf&usg=AOvVaw3QWQFwvYYITD3kjYHoAtHh&opi=89978449	• **Summary:** The document represents the ERBD's transport strategy for 2019-2024 • **Takeaway:** With regard to the effects of transport investment, the Bank found that "Logistics performance is highly correlated with trade expansion, export growth, attractiveness of FDI, all of which contribute to overall economic growth. The potential for boosting sustainable economic growth through improved green logistics is significant." (14)

No.	Citation	Overview
13	Organization for Economic Co-operation and Development (OECD), & African Center for Economic Transformation. (2020). **Quality Infrastructure in 21st Century Africa.** https://web-archive.oecd.org/2020-07-10/558652-Africa-Quality-infrastructure-21st-century.pdf	• **Summary: "**At the 18th International Economic Forum on Africa, at the Organization for Economic Co-operation and Development (OECD) in October 2018, President Nana Akufo-Addo of Ghana gave our two organizations a challenge. He requested a technical investigation into why African governments are increasingly turning to emerging economies, notably China, for large infrastructure projects, with the more compact timeframes that their policy banks and contractors offer, compared with Africa's mainstream development partners." (3) •**Takeaway:** With regard to responding to beneficiaries' needs, the OECD explains why China is an appealing alternative to the governance requirements of Western development banks. "For China, institutional development is an outcome rather than a starting point, and early infrastructure investment is necessary to leapfrog the development process" (3) China currently commits more infrastructure finance to Africa than all other external sources combined – second only to the African governments' own infrastructure financing (12)
14	Africa Transport Policy Program (SSATP), & The International Bank for Reconstruction and Development/The World Bank Group. (2020). **Mainstreaming decarbonization and digital technologies in transport policies DP4 Fourth Development Plan.** https://www.ssatp.org/sites/ssatp/files/publication/SSATP%20DP4%20Report%20-%20A4%20English%202021%20-%20FINAL_2.pdf	• **Summary:** The Africa Transport Policy Program (SSATP) is the main source of evidence-based policies for addressing Africa's unique transport challenges. Within this context, SSATP directly supports the Africa Union Commission's (AUC) continental vision, Agenda 2063, and the continental transport agenda while also supporting over 40 member countries by addressing their specific transport policy challenges. This is SSATP's Fourth Development Plan (DP4) • **Takeaway:** With regard to time and resource utilization, the report is very policy focused, but the Results Framework Annex (40) is the main way SSATP proposes to measure the impact of the implementation of its policy propositions.
15	African Union Commission. (2020). **Programme for Infrastructure Development in Africa (PIDA) 2021-30.** https://pp2.au-pida.org/wp-content/uploads/2020/04/English-Analytical-Report-Integrated-Corridor-Approach-and-Selection-Criteria.pdf	• **Summary:** PIDA Action Plan for 2021-2030. PIDA is an African Union continent-wide infrastructure program launched in 2010 for the development of priority regional and continental infrastructure in transport, energy, trans-boundary water resources (TWR), and ICT. •**Takeaway:** "Agenda 2063, which is the African Union's (AU) strategic framework for the socio-economic transformation of the continent over the next decades, identifies PIDA as the key strategic framework for the development of regional infrastructure – 5 of the 12 flagship programmes of Agenda 2063 are infrastructure/PIDA programmes" (2)
16	Jesus Rock, E. D., & Wu, S. (2020). **The Nacala Corridor Railway and Port PPP project Risks identification research. IOP Conference Series: Earth and Environmental Science, 474, 042001.**	• **Summary:** The Nacala project is one of projects touted as a success by the Bank. This paper is the first of those sent by the Bank to take a critical view of the project. • **Takeaway:** With regard to responding to beneficiaries' needs, "The Port of Nacala and the corridor railway sector logistics are constrained by a numerous problem, among which include physical infrastructure, lack of equipment's and lack of skilled labor. The cargo-handling system at the container terminal, the Nacala Port lacks lifting equipment to improve its operational efficiency." (4)

No.	Citation	Overview
	https://doi.org/10.1088/1755-1315/474/4/042001	
17	European Union, & African Union. (2021). **Towards an enhanced Africa-EU Cooperation on Transport and Connectivity Report by the Task Force on Transport and Connectivity 2.** https://international-partnerships.ec.europa.eu/system/files/2021-01/africa-europe-transport-connectivity-taskforce_en.pdf	• **Summary:** The Africa-Europe Alliance for Sustainable Investment and Jobs was launched by the European Commission in September 2018, as an effort to drive forward intercontinental cooperation on an equal footing. The African Union and the European Union are committed to strengthening a mutually beneficial partnership. • **Takeaway:** With regard to the Bank's objectives of providing transport to different groups of beneficiaries, particularly women and youth. The latest estimate from the African Development Bank suggests that Africa's infrastructure needs amount to $ 130-170 billion a year, with a financing gap in the range of $68- $108 billion," the report argued for PPPs to address this gap (43)
18	Islamic Development Bank. (2021). **Islamic Development Bank (IsDB) Investor Presentation.** https://www.isdb.org/sites/default/files/media/documents/2021-03/IsDB%20Investor%20Presentation%20%28Mar%202021%29.pdf	• **Summary:** Investor presentation from IDB on its investment portfolio, 28% financial institutions, 26% public utilities, Transport is around 20% (8) • **Takeaway:** Asia represents 67% of investments and Africa represents 25% of investments (8)
19	Global Center on Adaptation. (2021). **State and Trends in Adaptation 2021 Report: Africa. Global Center on Adaptation.** https://gca.org/reports/sta21/#:~:text=State%20and%20Trends%20in%20Adaptation%202021%20combines%20in%2Ddepth%20analyses	• **Summary:** The GCA's State and Trends in Adaptation 2021 report presents the most comprehensive overview of the present and future prospects for the African continent in the light of climate change.(8) • **Takeaway:** With regard to responding to beneficiaries' needs, "even if international mitigation efforts keep global warming below 2°C, the continent is expected to face climate change adaptation costs of US$ 50 billion per year by 2050" (8)

No.	Citation	Overview
20	African Union Commission. (2021). **THE THIRD ORDINARY SESSION OF THE SPECIALIZED TECHNICAL COMMITTEE ON TRANSPORT, TRANSCONTINENTAL AND INTERREGIONAL INFRASTRUCTURE, AND ENERGY (STC-TTIIE).**	• **Summary:** Meeting notes from the last meeting of the AU's committee on transport • **Takeaway:** With regard to the effects of transport investment, the notes show increased attention to aviation. The meeting considered the status of implementation of the Single African Air Transport Market (SAATM) and congratulated the 35 AU Member States that have joined SAATM. Urged Member States to stimulate air transport demand by removing all government taxes on air transport and reducing passenger charges since they have negative impacts on the industry's competitiveness and national economies (6)
21	African Union Development Agency (AUDA), & New Partnership for Africa's Development (NEPAD). (2022). **Second Continental REPORT ON THE IMPLEMENTATION OF AGENDA 2063.** https://au.int/sites/default/files/documents/41480-doc-2nd_Continental_Progress_Report_on_Agenda_2063_English.pdf	• **Summary:** Agenda 2063 is Africa's development blueprint to achieve inclusive and sustainable socioeconomic development over a 50-year period. The First Ten-Year Implementation Plan of Agenda 2063, spanning 2014 to 2023, outlines a set of goals, priority areas and targets that the continent aims to achieve at national, regional, and continental levels. This in an evaluation of progress towards the first ten year plan (14). The 6 Aspirations are: 1) Inclusive Growth, 2) Integration, 3) Good Governance, 4) Peace, 5) Culture + Identity, 6) People Driven Development, 7) Global Influence • **Takeaway:** The report emphasizes that it is not only up to the AfDB and the AU to realize Agenda 2063. Member states also need to take ownership. The report highlights the crucial role of Domestic Resource Mobilization "The crucial role of DRM cannot be overemphasized in bridging the financing gap, especially in the context of rising debt and sustainability risks faced by several African countries" (89)
22	Economic Commission for Africa. (2022, July 26). **The African Statistical Yearbook 2021. African Development Bank - Building Today, a Better Africa Tomorrow.** https://www.afdb.org/en/documents/african-statistical-yearbook-2021	• **Summary:** The African Statistical Yearbook (ASYB) 2021 is the tenth edition jointly produced by the African Development Bank (AfDB), the African Union Commission (AUC) and the United Nations Economic Commission for Africa (ECA). I • **Takeaway:** We can see historical for infrastructure investment (83).
23	Nations Unies. (2022). **Rapport d'étape 2021 sur les objectifs de développement durable en Afrique: l'Afrique est-elle en voie de réaliser les objectifs de développement durable à l'horizon 2030 ?** https://repository.uneca.org/handle/10855/48608	• **Summary:** The first annual report by the African Center for Statistics and Economic Commission for Africa on African countries progress on the 2030 SDGs. Each SDG is measured by targets. Out of the 169 targets, the report finds that Africa only meets 9 by 2030 at current rate of progress. (VIII) • **Takeaway:** With regard to responding to beneficiaries' needs, the report finds that Africa has made progress in SDG Goal 1 (No poverty), 7 (Affordable energy), 9 (Industry, innovation), and 16 (Peace, justice), but regressed in 11 objectives related to road accidents, education, hygiene, and corruption (VIII)

No.	Citation	Overview
24	Bouraima, M. B., Alimo, P. K., Agyeman, S., Sumo, P. D., Lartey-Young, G., Ehebrecht, D., & Qiu, Y. (2023). **Africa's railway renaissance and sustainability: Current knowledge, challenges, and prospects. Journal of Transport Geography, 106, 103487.** https://doi.org/10.1016/j.jtrangeo.2022.103487	• **Summary:** A systematic literature review on rail in Africa. • **Takeaway:** With regard to responding to beneficiaries' needs, "the quest for a robust continental railway network remains an open question. There are vast variations in railway functionality and network supply among African countries. For example, the World Bank Group (Bullock, 2009) found that except for South Africa, Egypt, Morocco, Algeria, and Tunisia, the passenger demand and operation of commuter transit in Africa are below global standards. To achieve regional connectivity, many countries in Eastern, Western, and Northern Africa are adopting the standard gauge railway to build new networks due to the dilapidation of old railway lines, whereas Southern and Central African countries are expanding their networks in the cape gauge railway by rehabilitating the existing rails " (2)
25	Islamic Development Bank. (2022). Annual Evaluation Report https://www.isdb.org/sites/default/files/media/documents/2023-08/Annual%20Evaluation%20Report%202022.pdf	• **Summary:** The 2022 Annual Evaluation Report (AER) of the Independent Evaluation Department (IEvD) of the Islamic Development Bank (IsDB) presents a synthesis of the Ex-post evaluations of IsDB interventions and activities undertaken during the year. IEvD is committed to aligning its evaluation work streams with the IsDB Updated Strategy (2023-2025 (12). • **Takeaway:** IsDB use the same criteria as AfDB for Relevance Efficiency Effectiveness and Sustainability. This report, however, is focused on Food Security
26	Asian Development Bank (2023). **Strategy 2030 Transport Sector Directional Guide. In www.adb.org. Asian Development Bank.** https://www.adb.org/documents/strategy-2030-transport-sector-directional-guide	• **Summary:** Asian Development Bank 2023 Transport Strategy. The policy has three main goals 1) Integrated transport systems 2) Improved accessibility 3) Reduced negative transport sector externalities (accidents, emissions). KPIs included in the Docs folder. Similar to AfDB's High Fives, ADP has 7 Operational Priorities OP1: Addressing remaining poverty and reducing inequalities, OP2: Accelerating progress in gender equality, OP3: Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability, OP4: Making cities more livable, OP5: Promoting rural development and food security, OP6: Strengthening governance and institutional capacity, OP7: Fostering regional cooperation and integration • **Takeaway:** With regard to time and resource utilization, the ADB's budget figures are found on page 12 of the report. Historically, ADB like AfDB has invested heavily in roads (70%+ from 1990s-2010s), the most recent budget, however, from 2020-2024 has roads at only 52% with an almost doubling of investments in urban transport (12)
27	Africa50 (2023). **ANNUAL REPORT** https://www.africa50.com/fileadmin/uploads/africa50/Documents/AFRICA50_ANNUAL_REPORT_2022_ENGLISH_compressed.pdf	• **Summary:** After broad consultation with its stakeholders, the African Development Bank announced the establishment of Africa50 – Project Development and Africa50 – Project Finance, investment vehicles under one umbrella, conceived to be part of the solution to the continent's infrastructure challenges. •**Takeaway:** Transportation represented 4 of the 10 projects developed by Africa50. The backed projects included One Stop Border Posts, Gbessia Airport in Guinea (which Africa50 exited in 2022 perhaps because of the coup d'etat in 2021), the Two Congo Bridge (27, 60, 65, 66) With regard to time and resource utilization, the project case studies are far less detailed that that of AfDB with no mention of budgets, outputs and outcomes.

No.	Citation	Overview
28	Africa Transport Policy Program (SSATP), & The International Bank for Reconstruction and Development/The World Bank Group. (2023). **Building the Foundation for Decarbonizing Africa's Transport Sector** https://www.ssatp.org/sites/ssatp/files/publication/Annual_Report_2022_web_single.pdf	• **Summary:** The purpose of this report is to keep African member countries, development partners and the SSATP Executive Committee (SSATP-EC) abreast of the Program's progress. This is the first annual report for the SSATP Fourth Development Plan (DP4); • **Takeaway:** With regard to whether the benefits of transport investment are likely to continue into the future and ESG concerns, the report puts fiscal sustainability of BRTs as a key indicator (52). The report also mentions sustainable mobility/climate conference in Dakar (20) The report advocates for increased collaboration between AU Commission, UNECA, SSATP, European Commission delegation to Addis Ababa, Africa Road Maintenance Funds Association (ARMFA) (18)
29	Deutsche Gesellschaft für Internationale Zusammenarbeit . (2023). **Leapfrogging to Sustainable Transport in Africa** https://changing-transport.org/publications/transforming-transport-in-africa/	• **Summary:** Paper summarizes twelve insights gained from dialogue with German and African actors in the transport space on the continent on the topic of leapfrogging fossil fuels in transport. • **Takeaway:** the report finds electric vehicles, particularly two wheelers, three wheelers and minibuses as the most efficient use of climate finance in transit (36)
30	The World Bank Group. (2023). **Connecting to Compete 2023 Trade Logistics in the Global Economy The Logistics Performance Index and Its Indicators.** https://lpi.worldbank.org/sites/default/files/2023-04/LPI_2023_report_with_layout.pdf	• **Summary:** This report presents the latest view on trade logistics performance across 139 countries. •**Takeaway:** With regard to time and resource utilization, long dwell times in African ports waste resources and reduce the ease of doing business (23) With regard to the effects of transport investment, the report outlines the Logistical constraints in landlocked developing countries such as Mali and the immense benefits of regional integration (24)

No.	Citation	Overview
31	African Union Development Agency (AUDA), & New Partnership for Africa's Development (NEPAD). (2023). **PIDA: First 10-Year Implementation Report** https://www.nepad.org/publication/pida-first-10-year-implementation-report#:~:text=KEY%20IMPACT%20OF%20PIDA%20IMPLEMENTATION&text=There%20has%20been%20a%20slight	• **Summary:** AU Report on the implementation of PIDA Priority Action Plan Phase 1 (PIDA PAP1) 2012-2020 (409 individual projects). The combined cost of all projects for PIDA PAP1 was 67.9 billion. In July 2012, African Union Heads of State and Government adopted the Programme for Infrastructure Development in Africa (PIDA), which is the continental master plan for infrastructure development in transport, energy, transboundary water, and Information & Communication Technology (ICT) for the period 2012-2040. • **Takeaway:** With regard to the effects of transport investment, progress towards PIDA on (xvii**).** Close to 30 million people gained access to electricity, with current overall access to electricity at around 44%. There has been a slight increase in intra-Africa exports to 16% of trade due to road and rail infrastructure. PIDA enables the water storage infrastructure needed for food production and trade. ICT broadband penetration is now more than 25%, exceeding the 10% target.