eVALUation Matters

A Quarterly Knowledge Publication on Development Evaluation



Evaluation Week 2018 Strengthening Development Impact

Third Quarter 2018

AFRICAN DEVELOPMENT BANK GROUP

IDEV
Independent Development Evaluation
African Development Bank

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African Development Bank

*From **experience** to **knowledge**...*
*From **knowledge** to **action**...*
*From **action** to **impact***

eVALUation Matters

Is a quarterly publication from Independent Development Evaluation at the African Development Bank Group. It provides different perspectives and insights on evaluation and development issues.

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About Independent Development Evaluation

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Introduction

The ambitious African transformation agenda set out in the African Union's Agenda 2063 cannot be achieved without effective monitoring and evaluation at the national, regional and continental levels. Monitoring and evaluation are important sources of evidence and learning, about what has worked, what has not, and why. These lessons, if properly taken into account and integrated into new policies, strategies, projects and processes, will help to improve the quality of design and implementation, as well as make interventions more effective, efficient and sustainable.

From 5 to 7 September 2018, Independent Development Evaluation (IDEV) hosted the AfDB Development Evaluation Week 2018 in Abidjan, Côte d'Ivoire, under the theme **Strengthening Development Impact.** *The forum attracted over 450 participants, including government policy- and decision-makers, representatives from development partners, research and academic institutions, evaluation associations and civil society, as well as Bank shareholders, management and staff.*

In addition to a professional development workshop on gender and evaluation, a Knowledge Café on the use of evaluations, and a discussion on the OECD-DAC evaluation criteria, participants at the Evaluation Week discussed: **Are agricultural value chains viable instruments for driving Africa's transformation agenda, in particular in achieving inclusion? What is the potential of PPPs for building Africa's infrastructure and what are the barriers that impede their utilization? How can partnerships help build the supply and demand of high-quality evaluations and foster a culture of evaluation on the continent?**

All documents, presentations, photos, videos and other materials from the Evaluation Week are available on the following website: idev.afdb.org/evaluationweek2018





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Feature: Bringing down the barriers to infrastructure development in Africa

Maude Vallee, Legal Counsel, African Legal Support Facility, AfDB

On the second day of Evaluation Week 2018, there was a rich interaction between participants on Public-Private Partnerships (PPPs) for infrastructure development. Following a brief recap of the proceedings, Maude Vallee provides insight into the potential that PPPs could have for African infrastructure investment and some of the factors needed to inspire, catalyze and grow the volume of PPPs across the African continent.

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This final session of Evaluation Week 2018 explored how partnerships can help build the supply of high-quality evaluations on the continent, stimulate demand for evaluations, encourage learning from evaluations, and promote use of evaluation in policy- and decision-making.

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5–7 September | 2018
Abidjan, Côte d'Ivoire
Strengthening development impact

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Editorial Calendar

Q4 2018
Gender and Evaluation

Q1 2019
Best Practices and Innovation in Evaluation

Q2 2019
African Indigenous Evaluation

Find all information, resources and videos from Evaluation Week 2018 on our dedicated website **idev.afdb.org/evaluationweek2018**

Call for contributions:

Evaluation Matters is a quarterly magazine issued in both English and French, by IDEV, Independent Development Evaluation at the AfDB. We welcome topical articles from writers' original work and will be pleased to consider contributions for the themes in the above Editorial Calendar. See details at **http://idev.afdb.org/en/document/editorial-calendar-2018**



Find eVALUation Matters at http://idev.afdb.org/en/page/evaluation-matters-magazine



From the Acting Evaluator-General's desk

By and large, Africa's economic performance over recent years has been good and continues to improve. This is welcome news. Economic growth by itself, however, is not enough to achieve significant reductions in poverty levels, nor to create sufficient jobs for Africa's growing workforce. As some of IDEV's recent evaluations have shown, more attention needs to be paid to issues of inclusion, to reaching and bringing in marginalized and vulnerable groups, in particular women and youth. And we must more actively build resilience to climate change and environmental change.

Achieving the continent's development agenda set out by the African Union's Agenda 2063 and the African Development Bank's strategic plan for the transformation of the continent –the Ten-Year Strategy, as elaborated in the High 5s-, will require not only targeted investment and sound policy, but also effective monitoring and evaluation systems at the national, regional and continental levels. Evaluations provide important sources of evidence and learning, about what has worked, what has not, and why. These lessons, if properly integrated into new policies, strategies, and processes, will help to improve the quality of program and project design and implementation, and ultimately make development interventions more effective, efficient and sustainable.

From 5 to 7 September 2018, IDEV hosted the **AfDB Development Evaluation Week 2018** *in Abidjan, Côte d'Ivoire, under the theme* **Strengthening Development Impact.** *The Evaluation Week 2018 theme reflects IDEV's*

conviction that evaluation has a critical role to play in achieving Africa's transformation agenda by holding policy- and decision-makers to account and by providing lessons and factors that enable or hamper success. This is a conviction shared by many, judging by the strong engagement and participation of AfDB staff, evaluators, policy makers, private sector experts, NGOs, students and the media, that I witnessed throughout the conference .

For three days, over 450 participants (with another 100 connected remotely via the conference website) explored the contribution that evaluation and learning can make to two aspects of importance to Africa's transformation: infrastructure development, in particular through public-private partnerships, and inclusive agricultural development. Participants also discussed the need for close collaboration, partnerships and sharing of ideas and experiences among stakeholders as key to ensuring that evaluation and learning have greater impact on Africa's development agenda.

Through a knowledge café, the conference also allowed for intimate and interactive learning and exchange between AfDB evaluators, operations staff and external participants on how evaluations can have greater impact on Bank operations. A professional capacity development workshop aimed at AfDB and local evaluators shared best practices for integrating gender into evaluation processes. And at a special discussion session, participants provided inputs from Africa to the ongoing global stakeholders' consultation on the OECD DAC criteria for evaluating development assistance.

This edition of **Evaluation Matters** *synthesizes experts' viewpoints, key interventions and evaluative knowledge presented during Evaluation Week 2018. It gives you a taste of the rich exchanges that took place during the conference. For more in-depth coverage of the topics and issues examined by over 30 panelists as well as the valuable contributions from the audience, you are encouraged to browse the conference proceedings, videos, speakers'*



presentations and other materials now available on the conference and IDEV websites:

Conference website:

http://idev.afdb.org/evaluationweek2018

IDEV conference page:

http://idev.afdb.org/en/page/evaluation-week-2018

As noted by our keynote speaker, Honorable Dr. Nkosazana Dlamini Zuma of South Africa, both a pioneer of Agenda 2063 and a champion of evaluation, "African countries and institutions have the capacity to implement and evaluate Agenda 2063 and the Sustainable Development Goals". Through effective monitoring and evaluation, Africa can capitalize on over sixty years of individual and collective development experience. It can leverage this experience as knowledge and use this knowledge to enable impactful development actions.

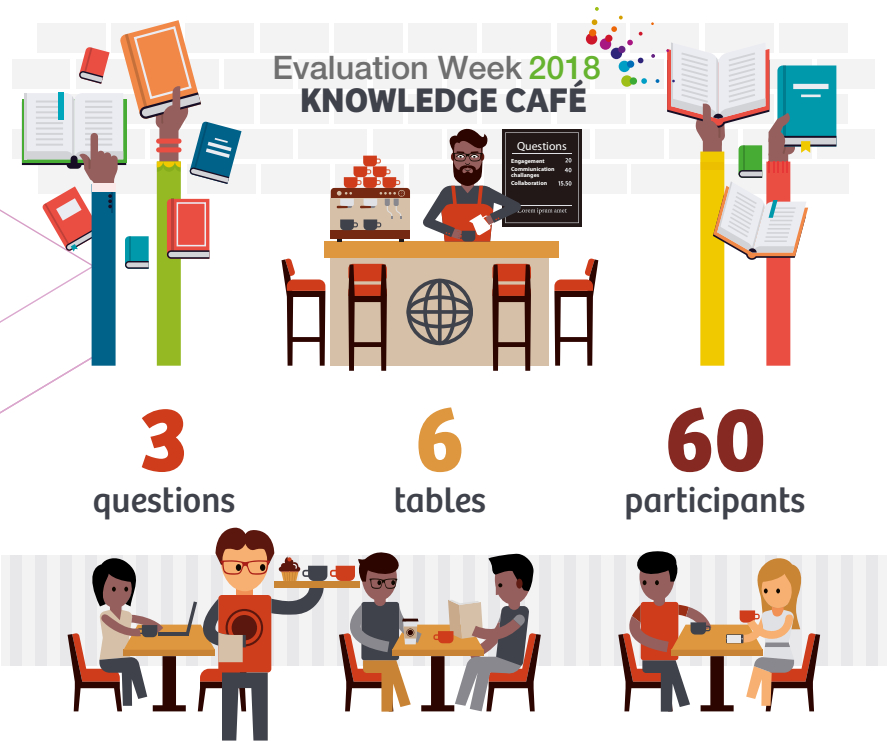
It is my hope that the African Development Bank and its partners will use the knowledge, ideas and recommendations that emerged from Evaluation Week 2018 for greater results of development programs in Africa.

Happy reading!

About the Acting Evaluator General

Mrs. Karen ROT-MÜNSTERMANN is the Acting Evaluator General of the African Development Bank. She joined IDEV in 2014 as manager of its Knowledge Management, Outreach and Capacity Development Division, after spending five years at the Bank's Resource Mobilization and Partnerships Department, where she was among others responsible for coordinating the three-yearly ADF replenishment processes. Before joining AfDB in 2009, Karen was a Senior Policy Advisor at the Dutch Ministry of Finance (Treasury, Foreign Financial Relations Department). She holds degrees in Political Science, European Studies, and Economics.

Thoughts from the knowledge café on evaluations for greater impact of Bank operations



Day 1 Wednesday 5 September 2018

Evaluation Week 2018 kicked off with a lively knowledge café that saw 60 participants –mainly African Development Bank operations staff and Bank and local evaluators- discussing key questions on the use of evaluation in an informal, collaborative setting. Participants worked in small groups, which encouraged "out of the box" thinking. The focus of the discussions was on effective stakeholder engagement in conducting and utilizing evaluations. They exchanged ideas, experiences and knowledge on three questions: i) how can evaluators improve engagement with stakeholders in an evaluation? ii) How can stakeholders tackle challenges of communicating evaluation findings? and iii) What are the challenges and opportunities in collaboration between evaluators and stakeholders?

Below is a short summary of the points discussed and ideas shared as a result of the collaborative knowledge session, looking at each of these questions.

How can evaluators improve their engagement with evaluation stakeholders?

QUESTION: Who are the evaluation stakeholders and what role does each stakeholder play in the evaluation process and beyond?

There are several actors in an evaluation process, namely the evaluators themselves, the Bank's Board of Directors, Bank senior management, Bank operations staff, national governments, project beneficiaries (including women and vulnerable groups), civil society, technical and financial partners, local authorities, and private sector actors.

Each of these actors plays a specific role. While the evaluators are responsible for conducting the evaluation, the Bank's Board of Directors commissions the evaluations and uses the results and recommendations of the evaluations. In the meantime, operations personnel participate in the evaluation process and also act as information providers, while technical and financial partners share expertise, provide information, and validate results. Finally, private sector actors play an important role as stakeholders, in particular for Public Private Partnerships (PPP) projects.

QUESTION: What relationships need to be established to ensure the stakeholders own and use the information and knowledge from evaluations in new Bank operations?

Communication and inclusion of all stakeholders is essential for evaluation. Therefore a communication plan must be defined for each evaluation. This plan includes a clear explanation of the evaluation and its findings to all stakeholders. In particular, it must be made clear that there is a distinction between audits and evaluations in order to foster a relationship of trust and confidence, and learning. Finally, each actor's roles need to be defined and discussed.



Participants were invited to speak up and share their thoughts at the convivial event



Jayne Musumba Principal Knowledge Management Officer, IDEV, addresses the participants

How can stakeholders tackle the challenges associated with communication and use of evaluation findings?

This issue raises the question of who, rather than what. Knowing what to communicate is only possible if you know who you want to communicate with. Thus, the first priority must be to identify the stakeholders: the Bank, governments, the private sector, civil society, partners and beneficiaries. The target audience therefore determines the type of information to be communicated. In addition, some evaluation types are suited for specific target audiences and thus communication needs to be geared towards this audience. For example, for a country assessment, the government will be targeted, while for a sectoral assessment, it will be sector actors.

QUESTION: What needs to be communicated (i.e. findings, conclusions and recommendations, lessons, or best practices of evaluations)?

The second step is to determine, according to each stakeholder, which information (such as findings, conclusions, lessons and recommendations) should be communicated, when and how.

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Strengthening development impact

Ideas shared in the table discussions:

Participants in the Knowledge Café were asked what the opportunities and challenges were in collaboration between evaluation teams and various stakeholders:

Challenges

- Continuity of interaction throughout evaluative process
- Stakeholders do not always understand independence of evaluation
- Challenges in ensuring evaluation is an integral part of operations departments' work
- Competences needed both from evaluators and stakeholders
- Lessons learned need to be effectively evaluated
- Evaluators may be biased and come with prejudices

Opportunities

- Knowing who are our stakeholders
- Engaging in prior discussion with stakeholders
- Changing institutional culture to ensure buy-in
- Ensuring that certain reports contribute to evaluation process
- Implement workshops and other initiatives that foster better understanding
- Ensuring purpose of evaluation is clear to allow for effective learning



- For example, for the Bank and the government, information should be communicated from the beginning of the evaluation process (findings) to the end (recommendations).

QUESTION: How should evaluation findings be effectively communicated to ensure they are timely and relevant for Bank operations staff?

The first consideration should be which channel of communication will be used to communicate to a target audience. For example, communicating information to the Bank's internal stakeholders should not be done on the same platforms as communicating with project beneficiaries. To communicate to Bank staff, internal resources should be used such as the AfDB intranet, e-mail lists, internal reviews and workshops, in addition to public channels such as the AfDB and IDEV websites and social networks.

In addition to internal communication efforts focused on operations, IDEV organizes regular knowledge workshops, webinars and other learning events, in order to help countries and other organizations within Africa improve future policies and strategies, through using evaluation and adopting an evaluation culture. In order to reach beneficiaries in a country such as Côte d'Ivoire, in addition to these activities, IDEV engagement should use communication channels suitable for both urban and rural areas, such as video testimonials, interviews, animations, or radio.



The Knowledge Café brought Bank staff and external evaluation experts together

To help plan communications, there should be an assessment of how information is received by the different stakeholders. From there, a database that indicates how to reach specific audiences, can be put in place.

What are the opportunities and challenges in collaboration between evaluation teams and various stakeholders?

QUESTION: What are the challenges faced by such collaboration?

One of the main challenges is the divergence of interests between the evaluation teams on the one hand and the different stakeholders on the other. This can lead to the withholding of information or disclosure of bad or false information to evaluators. Another challenge concerns the dissemination of the results of the evaluation, which may experience blockages.

QUESTION: What are the opportunities?

Any evaluation is an opportunity for collaboration to define the evaluation questions, obtain the commitment of the stakeholders to answer the questions and agree on how to use the results.

QUESTION: What can we do when the collaboration between an evaluation team and stakeholders breaks down?

The parties involved should endeavor to sort out any source of disagreement and review the evaluation issues. An impartial facilitator (individual or entity out of the relationship) may be needed. Stakeholders should be sensitized on the rationale behind evaluation to defuse any disagreement and emphasize the level of transparency, as well as discard any misunderstanding. If necessary, the evaluation questions may be reformulated, or its methods adapted. eVALU

Participants' reflections from the professional development workshop on Gender and Evaluation

Day 1 Wednesday 5 September 2018

Gender equality is an integral part of the AfDB's development agenda. The Bank's Gender Strategy (2014–2018) aims to make progress in women's access to economic opportunities, close the gender gap between men and women, and improve knowledge and capacity on the continent.

Measuring the reduction of inequality gaps, however, remains a challenge for both the Bank's operations and its independent evaluation. On the first day of Evaluation Week 2018, a professional development workshop targeted at Bank staff and local evaluators in Côte d'Ivoire, aimed to improve participants' understanding of gender in evaluation as well as raise awareness of the need to generate and use sex-disaggregated data to measure distributional impacts in Africa. ▶▶



Four sessions constituted the basis of this learning event:

IDEV's experience integrating gender in evaluations

Lead: Monica Lomena-Gelis, Principal Evaluation Officer, IDEV

This session presented key concepts of Gender Responsive Evaluation, summarized in the Evaluation Cooperation Group Reference Document "Integrating gender into project level evaluation". The session also presented pilot evaluations into which gender has been integrated, and reflected on the challenges found, as well as the way forward for IDEV as it continues to integrate gender in its evaluations and knowledge products.

Relevant materials available on the IDEV website idev.afdb.org:

- IDEV Evaluation synthesis on gender mainstreaming (2012)
- Edition of Evaluation Matters about gender (2014)
- IDEV evaluation of the Bank's country strategy and program in Cabo Verde (2018)
- IDEV Mid Term Evaluation of the Country Strategy and Program in Guinea Bissau (2018)
- Presentation IDEV's experience integrating gender in evaluations (2018)

Mainstreaming gender in operations: Experience from African Development Bank operations staff

Over the past years, the Bank has strived to integrate gender at the onset of project designs, for instance in health and infrastructure (transport, water and sanitation) projects. Using the Bank's Gender Strategy as a reference, this session provided Bank task managers, gender specialists and evaluators with a forum to honestly self-reflect and discuss what has worked and what could be improved to strengthen gender mainstreaming in Bank operations and strategies. The Bank's experience using its own Gender Marker System was also discussed.



World Bank Independent Evaluation Group's experience with mainstreaming gender in their activities

Presenter: Gisela Garcia, Evaluation officer, IEG, World Bank

The session presented the World Bank's rationale, challenges and approach to including gender into evaluations, more specifically the development of tools and resources to achieve that goal. The presentation reflected on the experience of implementing a Gender Flag in IEG's validation of project completion reports and country strategy evaluations.

Open discussion between operations staff, evaluators and gender specialists

Three African Development Bank operations Task Managers responded to some practical questions about their experience in mainstreaming gender into operations in the health, transport, and water and sanitation sectors. Participants asked questions and contributed with their own experiences in mainstreaming gender into designs and in evaluations.
The general understanding at the end of the workshop was that despite the lack of a structured and systematic approach to measuring gender equality in development projects, operations staff and evaluators should make efforts to include gender in their designs and project evaluations.



Participants' reflections

Following the workshop, IDEV asked participants to provide their thoughts on what they had learned at the workshop and on the topics discussed:

Agniré Henriette KAKOU
Administrator, Gender Technical Secretariat at the Ministry for the Promotion of Youth and Youth Employment, Côte d'Ivoire

This workshop allowed us to deepen our knowledge of gender issues. In particular, it allowed us to understand how to include gender in the design of our development projects, which will be in turn taken into account by donors.

The workshop also helped us to understand that the evaluation of any current project requires the inclusion of gender considerations, hence the importance of including it from the outset, when defining the objectives of these projects.

Esther Kouakou ADOU AKOUA N'GORAN
2IEval[1] member

This workshop allowed us to understand the importance of gender in development policies. Indeed, taking gender into account during the development of these projects, including in the conceptual phase of the project, enables more efficient work and produces better results. In the conceptual phase of the project, the beneficiary population will have to be taken into account. It is it is very important to include beforehand the anthropological and sociological aspects of the beneficiary populations. This allows for a better collaboration with them in order to anticipate certain difficulties that could come up during the execution phase of the project.

1 Initiative Ivoirienne pour l'Evaluation (Ivorian Evaluation Initiative)

► *Kadjo Laurent KOUAME*
Treasurer, 2IEval

The concept of gender is normally captured in our various studies under the term vulnerable groups (lumped together as women, children, the disabled and the elderly). At the workshop we learned of the gender approach applied to development actions, that allows for more equal participation and allocation of resources between women and men and that helps reduce initial gaps. This approach allows us to have a clear idea of the gender concept, which promotes the equality of women and men by taking into account differences and socially constructed hierarchies. This allows us to reorient our perception of the concept of gender in the realization of our sociological studies.

Kouadio Pierre N'DRI
Rural Engineer, 2IEval Secretariat

The main takeaway for me is the consideration of gender as a whole in evaluation. An evaluation must take into account both women and young people, as well as disadvantaged or marginalized people.

I am the Monitoring and Evaluation Manager for two agricultural projects, one of which is in the completion phase and the other at start-up. An agreed-upon definition of disadvantaged people is currently being validated by all project stakeholders, so that the project can target beneficiaries, and follow up on these target groups during project implementation. At the completion phase of the project, terms of reference of the final evaluation will focus on gender mainstreaming and the effects of the project on gender.

Yakiéma DIABATE KOUYATE
Engineer in Audit and Management Control, Head of the Gender and Human Rights Theme Group of the Ivorian Monitoring and Evaluation Network (RISE)

The workshop looked at gender issues in different sectors and various aspects of social, economic and political life (access to school, land, legal systems, infrastructure). Thus, we noted that inequalities (in Africa) are very noticeable in terms of land, property and labor. Women constitute 50% of the workforce, but they only have access to 1% of the land. These inequalities are visible on several levels, particularly at the level of wages where women are paid less than men with equal competence. We also noted that gender considerations in evaluation, operations and interventions is increasingly a priority for the African Development Bank, whose main objective is to reduce poverty.

Overall, we saw that gender issues are not related to women only but that the equality of men and women in access to power and decision-making is an imperative for better development. In addition, the evaluators must have tools to take gender into account and identify relevant indicators to measure the distributive impacts of interventions. ►►

▶ *Samuel KOUAKOU*
Expert in Project Evaluation and Public Policy, International Project Management, Water and Sanitation, and International Environmental Law



At the international level, a normative framework on gender equality has been put in place. This framework is based on a series of important resolutions and laws that have become part of the development policy of virtually all development actors.

The concepts discussed during the workshop are useful for the monitoring and evaluation of projects supporting the improvement of access to rights and justice in Côte d'Ivoire. Indeed, improving equitable access to justice for all, especially women and vulnerable people, is one of the five strategic axes of the sectoral justice policy adopted by the Council of Ministers on 6 June 2013.

For example, gender indicators have been incorporated into the periodic reports submitted to the Steering and Monitoring Committee. Our statistics can also be disaggregated by gender.

Including gender aspects in the evaluation of interventions fosters improved development outcomes. However, gender-specific objectives should not be limited to integrating women into activities and ensuring their access to the benefits of interventions; they must aim for qualitative changes. The changes made by the project on justice and women's rights are more noticeable.

As in many countries, mainstreaming gender in the implementation of interventions will ensure greater participation of vulnerable people, especially women's access to justice services, thereby guaranteeing their rights. eVALU

Keynote Address by Minister in the Presidency for Planning, Monitoring and Evaluation, Dr Nkosazana Dlamini-Zuma, MP

Day 2 Thursday 6 September 2018

Aspirations for Africa: The role of evaluation and learning from results

Let me express my profound gratitude to the African Development Bank, and to its President, my brother Akinwumi Adesina, for the invitation to address this gathering. The Theme: Aspirations for Africa: The Role of Evaluation and Learning from Results is more fitting than ever.

This gathering is also taking place whilst we mourn the departure of one of the finest sons of this continent, the former Secretary General of the United Nations, Kofi Annan; whilst we also celebrate his illustrious life as the citizen of the globe

Africa has emerged out of colonisation with more peculiar circumstances than any other continent on earth. Our continent emerged with the remnants of nation-states that had been the bedrock of a divide-and-rule approach by the then colonisers. The evolutionary process of state formation of most African nations was disrupted by external interference that did not adhere to the discourse of the African culture, thus ushering political systems that have been so difficult to take forward beyond colonialism. Our for bearers had yearned for a day when their children would speak with one voice as a people, thus, putting our continent on a course for sustainable development. ▸▸

Just after the Second World War in 1945, in Manchester City in the United Kingdom, the 5th Pan African Congress -which was attended by African Americans, Caribbean Africans, including W.E Dubois, Kwame Nkrumah and Julius Nyerere and others- made important observations and took some significant decisions about the future of Africa. Among the decisions they took was that resources of the continent should be used for the benefit of its people. It was this conference that took a firm resolution that Africa must be decolonized within fifty years.

Indeed in 1957 we saw Ghana take the lead in attaining freedom and of course the Pan Africanist Kwame Nkrumah said that the freedom was meaningless when the rest of the continent was not free. Africa began to be a hive of activity around the liberation struggle.

All these activities culminated with the establishment and launch of our premier continental organisation – The Organisation of African Unity in Addis Ababa, Ethiopia in 1963.

At that stage 36 countries were independent and they prioritised the decolonisation of the rest of continent. They did everything to ensure that it indeed happened. They evaluated progress at every Summit and on the 49th year in 1994 South Africa got its freedom. They achieved what they set out to do in 1945, the continent was 99% independent, with the exception Western Sahara and other islands in the Indian Ocean. For decolonisation to succeed, there was a plan against which they evaluated progress and they put human, financial and other resources to the plan. They got partners in other continents, and more importantly they were united. As one of the founding fathers of the Organisation of African Unity, the late and former President Julius Nyerere of Tanzania said:



> *"Unity will not end our weakness, but until we unite, we cannot even begin to end that weakness. So this is my plea to the new generation of African leaders and African peoples: work for unity with the firm conviction that without unity, there is no future for Africa. That is, of course, assuming that we still want to have a place under the sun."*

They had other economic and development plans like the Lagos plan of action and many others.

On the occasion of the 50th anniversary of the OAU which spearheaded the decolonization process, the continent rededicated herself to the attainment of the Pan African vision of '**an integrated prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena**'.

Having celebrated the 50th anniversary and taking into account the declaration that was adopted, we began to envisage what Africa would look like when future generations celebrate the next 50 years of our organisation. Hence the Agenda 2063, because that is the year we will be celebrating the centenary of our organisation.

Besides breaking Agenda 2063 into 10 year plans, we should also evaluate it at regular intervals. The requisite for a successful evaluation, is not the evaluation itself, but it's a sound plan with clear targets, that is specific, realistic and time bound - which we tried to do with Agenda 2063 and especially the 10 year implementation plan.

And of course, Agenda 2063 is not an AU plan, it is a continental plan, whose first draft came from a number of citizens from different sectors including women, youth faith-based organisations, business, workers and academics. This was very important. After we got the first draft from the stakeholder consultation, it was then given to governments and regional economic communities (RECs).

Before this, the AU Commission had been making 4 year plans for the AU commission, and not AU wide plans. Of course there were lots of questions at the time about why a fifty year plan, and not a four year plan as normal, or even a five year plan. But the fifty year plan allowed us to be bold, ambitious and dream big without being constrained by our immediate circumstances. Just as our forbearers, the Pan African Congress wanted Africa to be decolonised in 50 years, we want an Africa free of ignorance, hunger, poverty, racial and gender discrimination, inequality and unemployment.

We want an Africa where Africans cross the Mediterranean and the Atlantic as a matter of choice, as professionals, tourists and entrepreneurs, not driven by desperation, which is a challenge we are faced with now.

We want an industrialised Africa with world-class infrastructure, an Africa that trades with itself and the world, an Africa that is at peace with itself. That is why we are encouraged by the fact that 6 out of the 49 countries that signed the Africa Free Trade Agreement have already ratified it. This is progress indeed, but we must urge the other countries to ratify.

We should also draw our hope from the fact the African Union has deemed it fit to raise the matter of young people through the directive by the Heads of State and Government. The theme: Harnessing the Demographic Dividend through Investments in Youth, continues to echo through the hills, the valleys, the rainforests, the savannahs, and the deserts of our beautiful continent. We should continue to give hope to our young people through the evaluation of our programs and learning through the results thereof, for, the youth are our future.

Agenda 2063 is an approach on how the continent should effectively learn from the lessons of the past, build on the progress now underway and strategically exploit all possible opportunities available in the immediate and medium term, so as to ensure Africa's positive socioeconomic transformation within the next 50 years. In particular, Agenda 2063 is transformative as it harnesses the continent's comparative advantages such as its people, history, cultures, natural resources. It seeks to develop Africa's human capital; build social assets, infrastructure and public goods; empower women and youth; promote lasting peace and security; build effective developmental and capable states through participatory and accountable institutions and governance.

Amongst other important objectives Agenda 2063 is a call to action to all Africans and people of African descent, to take personal responsibility for the destiny of the continent as the primary agents of change and transformation. This call is central to the notion of leaving no one behind articulated in the Sustainable Development Goals agenda.

The difference between Agenda 2063 and the plans that preceded it is that many countries have incorporated in to their national plans, this means that the budgets and other resources of the member countries are being used to implement it.

One of Africa's greatest sons, Nelson Mandela, on the occasion of receiving the historic Census '96 results of South Africa on 20 October 1998, said:

> *"In deciding to hold a national census in 1996, five years earlier than might have been expected, we were acting upon our urgent need for accurate information, so that our plans should be based on the real situation. But the scale of inherited social inequality and deprivation, confirmed by the results, makes our task one of many years and one in which reconstruction and reconciliation; nation-building and development, are all of critical importance."*

Evidence-based decision-making is increasingly becoming a space through which the world initiates program design and policy choices, monitor policy implementation and evaluate policy impact. Those with scientific knowledge have to step out to solve world problems. Science thus becomes useless unless it can be shared universally, illuminate issues and precisely forecast the future. In planning, particularly, knowledge will be lost unless it can produce results and lessons can be learnt from such results.

The statisticians should ensure that the knots of the indicators for the first ten years of Agenda 2063 are tied. We should not – when all eyes beaming with hope are cast on us – afford to abandon sentry. We cannot abdicate on a responsibility that no one else, other than ourselves, can do. So we call upon our pan-African institutions – AUC, AfDB, UNECA and our statisticians - as they worked together in drawing the plan, to work together in evaluating its progress.

Tracking progress of SDGs and Agenda 2063 requires quality, timely, open and disaggregated data and statistics at all levels of geography, from global to regional to national and subnational. These data are needed not only for policy making and to understand how well we are doing, but also serve to guide future investments in data and statistics to fully support the follow up and review of the implementation of the post-2015 development agenda.

The UN World Data Forum Plan calls for a commitment by governments, policy makers and the international community to undertake key actions under strategic areas which including, among other things: (i) coordination and leadership; (ii) innovation and modernisation of national statistical systems; (iii) dissemination of data on sustainable development; (vi) building partnerships; and (v) mobilizing resources.

It is going to be very important that we regularly evaluate Agenda 2063 and the SDGs and we should be able to do just one evaluation on both. In order to sharpen our focus on the first ten years of implementation, we have also aligned the SDGs to Agenda 2063. This has also enabled us to align the inherent indicator framework to succinctly respond to the long haul of Agenda 2063. Once the indicators were developed they were then aligned to the SDG indicators and this exercise yielded what is now referred to as a Continental Indicator Framework.

In South Africa, like many other countries, we are making progress towards such linking SDGs Agenda 2063 into its national development plan. Agenda 2063 and the SDGs can be directly linked to the South African Government's priority areas and also the National Development Plan (NDP); Vision 2030 which presents a long-term strategy to attend to the triple scourge of poverty, unemployment and inequality.

The synergies in the policy frameworks at global, continental and national level require nations to develop integrated indicator frameworks. This will enable us as countries to track development and create room for lessons that can be learnt through monitoring and evaluation.

At the 2015 world evaluation conference in Nepal, which was also declared as world evaluation year, the conference recommended that we should create a conducive environment for evaluation, ▶▶



▶ and simultaneously capacitate individuals and institutions to undertake evaluations. Of course we can add to that by making sure to involve the people evaluation process, because it is them who will experience development.

The Asian Development Bank held a forum on evaluation of the SDGs with a gender responsive lens the following year. This conference resolved to prioritise gender equality as essential to ensure the realisation of sustainable development. Investing in women yields the biggest impact on development.

Women and youth should be empowered to be the drivers of Agenda 2063!

In Conclusion

Let me end by paying tribute to African Development Bank for bringing us under one roof to reflect and share lessons on the progress we are making towards achieving the Agenda 2063. The African Development Bank's Development Evaluation Week is a relevant forum to discuss how we are going to measure attainment of Agenda 2063 objectives. We need collaborative efforts and coordination mechanisms beyond our individual countries and regions to achieve and realise the strategic objectives set up in Agenda 2063.

African countries and institutions have the capacity to implement and evaluate Agenda 20163 and SDGs. Africa will succeed to be *an integrated prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena.*

We have a dream and a plan embedded in the history, culture, heritage and aspirations of our people. Together, united we will achieve Agenda 2063; The Africa we want.

I thank you. eVALU



The heart of the matter: Are we learning?

Day 2 Thursday 6 September 2018

Moderator: Simon Mizrahi, Director, Delivery, Performance Management & Results Department, AfDB

Discussants (left to right on photo):

Per Øyvind Bastoe, Director, Norad Evaluation Department and Chairperson, OECD/DAC Evaluation Network

Nkosazana Dlamini-Zuma, Minister in the Presidency for Planning, Monitoring and Evaluation, South Africa

Pierre Guislain, Vice President, Private Sector, Infrastructure & Industrialization, AfDB

Caroline Heider, Director General and Senior Vice President, Independent Evaluation Group, World Bank Group

Hanan Morsy, Director, Macroeconomic Forecasting and Research, AfDB

While day 1 set the tone and established the overriding themes for Evaluation Week with a knowledge café, a capacity building workshop and a thematic discussion, the opening of the main sessions on day 2 saw all participants meet to discuss the fundamental question: Are we learning?

Simon Mizrahi, Director of the Delivery, Performance Management and Results Department at the African Development Bank (AfDB), moderated the session. He kicked off the discussion by asking the distinguished panel members: "If we are not learning sufficiently, what can we do about it? are we asking the right questions? and are we getting the right answers?"

While agreeing that we are learning to certain degree, the panel underlined the importance of changing institutional cultures to allow operational space for reflection and debate, for learning from the past and from failures. The discussions also focused on whether we are asking the right questions, in particular relating to evaluation criteria.

Caroline Heider, Director General and Senior Vice President, Independent Evaluation Group, World Bank Group

QUESTION: Are we learning? and if we aren't, why not?

We are learning in ways that are very focused on the new, the curious; on new technologies for example. When we have to learn from the past it is more complicated. Whether it is climate change or social transformations, we human beings seem to have a problem with looking back and learning.



> *Everybody knows that what we do, promoting development, is difficult. If you pretend that you can succeed without making mistakes, nobody will believe you.*

In order to learn from a profound change, one has to face the pain of failure, and most people and institutions try to avoid that pain. In addition, institutions get compounded by their own culture. Each institution, within its own culture, deals with feedback and information differently. Collectively the machinery or system of the institution holds us back from learning and changing. This is an entry point we have to address if we are to tackle learning as an institution.

QUESTION: Learning is one of the key objectives of any evaluation. In terms of the criteria that guide evaluations, are we asking the right questions and more importantly, are we getting the right answers?

Quite often the questions that are asked in committee reviews are more about ticking certain institutional boxes. They ask, for example: "have we met this established requirement?". They don't ask: "is this really the best way we can do this? Have we tried this before? Should we really do this again?".

There is supposed to be a dialogue on what a project should look like. In the 30 years of development experience I've had, I've not seen one project that started out with "let's debate what will be the best solution". It is not a one-way street: we all have to try to do better and we have to have conversations on how we make that happen.

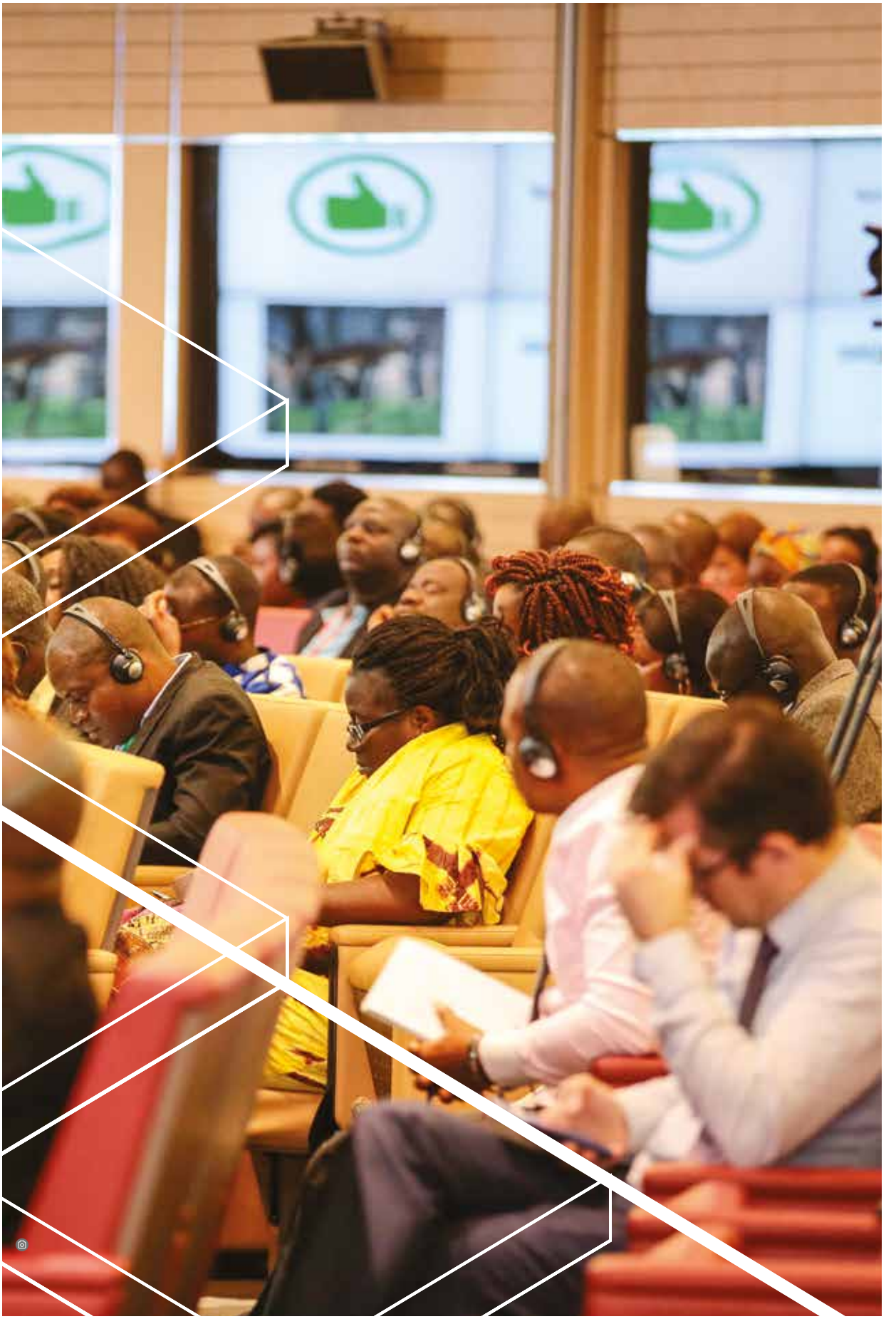
Nkosazana Dlamini-Zuma, Minister in the Presidency for Planning, Monitoring and Evaluation, South Africa

QUESTION: Is the African Union learning? If not, what is stopping it from doing so?

We are learning from our failures. Our Agenda 2063 is based on what happened with our previous plans and it includes in particular the consultations and the buy-in of member states. The Agenda is set up for them to incorporate what has been



> *If you want to continue learning you must have an open mind and a flexible attitude.*



agreed into their own plans, and also to interact with citizens. We've also learnt that there are short term problems but they should be incorporated into a longer vision.

One of the things we haven't learnt sufficiently is that we must fund our own programs. We must learn from our own culture. In African culture traditionally when you need to achieve something you invite others to help you. But you do not then walk away and say "you do it", you lead and they come and help. What we haven't learnt sufficiently is that we must put the first dollar on the table.

QUESTION: Is evidence-based policy something that matters or is opinion good enough for politics?

I think evidence-based policy is very important. If we are going to work on the immunization of children for example, you need to be able to project how many children were born this year to know how many vaccines you need. For almost everything you need to do you need evidence, including evidence on how you have been doing. I think you should have evidence-based policy.

Per Øyvind Bastoe, Director, Norad Evaluation Department and Chairperson, OECD/ DAC Evaluation Network

QUESTION: Are we learning and what is getting in the way if we are not?

The bureaucratic nature of what we do in our organizations seems to prevent us from learning and I wonder why. Why are we suddenly afraid of talking about mistakes? Why are we afraid of sharing knowledge? Why do we suddenly have a short-term perspective?

To me culture is important - the norms in the organization. But leadership is also essential and it needs to have the vision and to be a role model that allows mistakes to happen - to learn from them. In bureaucratic organizations, knowledge is seen as power, so there is a tendency for them to "protect" their knowledge. But let's rather share our knowledge and share our insights.

I commend IDEV for organizing Evaluation Week 2018 and for publishing the Evaluation Matters Magazine, but don't stop there. We need to find new ways of communicating evaluation findings to be able to be a credible voice in the flurry of information. It gives us the challenge to be much better in communicating.

QUESTION: We have discussed the revision of the EOCD-DAC evaluation criteria here at Evaluation Week 2018. Are we asking the right questions? Do we have the right criteria and are we getting the right answers to them?

Evaluation criteria and standards are tools to be used in a certain context and we cannot automatically apply them everywhere. Therefore, in the dialogue with the stakeholders, it is essential to understand the context you are in. This is often difficult for us as evaluators to do. Often we have a dialogue around developing an evaluation program, but then it is difficult to have the ongoing



"We have too much focus on reporting and accountability, which is due to our short term perspectives. It triggers insufficient answers to the important questions."

dialogue as you develop the evaluation project, even though this is important.

Furthermore, we need to consider if we are having a dialogue with the right people. Are we having a dialogue with the people who are in charge of the program, the policy, the strategy? Or are we talking to the wrong people? I think often we ask the wrong questions.

Yes, there is a need for independence of evaluators but we need to be embedded and understand not only the learning culture but also the strategies, the policies, and what is going on internally in the organization. This requires evaluators to get involved as well as decision and policy makers (such as Vice Presidents) to get involved.

Hanan Morsy, Director, Macroeconomic Forecasting and Research, AfDB

QUESTION: Is the AfDB learning from its failures and its achievements, and what can you do to help this?

The trademark of successful institutions is learning from mistakes, having the humility of saying where you went wrong, why did it happen and how you can improve going forward. Part of the fear across the continent, when you speak of evaluation, is that countries have the idea that evaluators are looking for what they have done wrong. A more constructive way to look at it is "how can we help these different ministers and policy makers to make the projects and initiatives more successful?". It's more of a journey together to help you improve.

Another issue is communication - we do not communicate enough what we are doing or communicating what we've learnt from our failures. This creates a culture where it's in the interest of the policy maker to keep the status quo, rather than take the chance of pushing for reform. Showing how you are learning and adapting when things fail can increase the trust between citizens and governments.



> *"It's very important to be transparent. The more you can demonstrate impartiality, the better your evaluation will be received and will have more impact."*

Pierre Guislain, Vice President, Private Sector, Infrastructure & Industrialization, AfDB

QUESTION: Regarding the importance of challenging the status quo in relation to institutional learning, what is your experience?

I think one of the things we do not do enough of is to invest time before starting an operation, before hiring consultants, to do our own assessment work. We tend to go too quickly towards action, towards recommendations, towards setting goals without having made enough effort for introspection, analysis, or evaluation, which should be the basis of almost all activities.

We must try to confront the varying points of view, and the best way to learn is dialogue. There is very little debate on approaches, there is little discussion upstream about why to undertake approach A and not approach B. Instead we tend to outsource evaluation and learning: we do our work and then others evaluate us. That's where there is a deficit.

Secondly, the way we learn is cultural. How do we learn at the African Development Bank? We tend to call on a whole series of external agencies that will evaluate, analyze, monitor. What we do not spend enough time looking at, are the inputs we receive, which are absorbed by the organization and subsequently reflected in changes in behavior and ways of working.

QUESTION: Considering the difficulty of learning in an institution such as the African Development Bank, do you have the sense that in operations, the time and space can be made to reflect and draw lessons learnt? Can the necessary conditions be created?

The pressures on Bank staff are primarily to deliver projects and achieve our volume lending goals. There is not a lot of pressure on learning. There is institutional partitioning where everyone has a role and fulfills it. So everyone is doing their job, but there is not enough connectivity in the process and some of our KPIs are preventing us from learning somewhere. It takes personal courage to defeat institutional norms and say "no, this project requires 3 more months and it will not be evaluated in the 6 normal months".



"It takes personal courage to defeat institutional norms."

Regarding learning from mistakes, the difficulty of discussing failures lies in the fear of seeing the recognition of these failures used against oneself. It is therefore necessary to create an environment where one can admit one's failures without being negatively perceived, in a context of learning, growth and improvement. Admission of failures should not be an opportunity to take a negative look and have a negative impact on the functioning of the institution that admits its failures. This is not easy to achieve.

Thematic discussion I: Public-private partnerships for infrastructure development in Africa

Day 2 Thursday 6 September 2018

Discussion I: Bringing down the barriers for PPPs

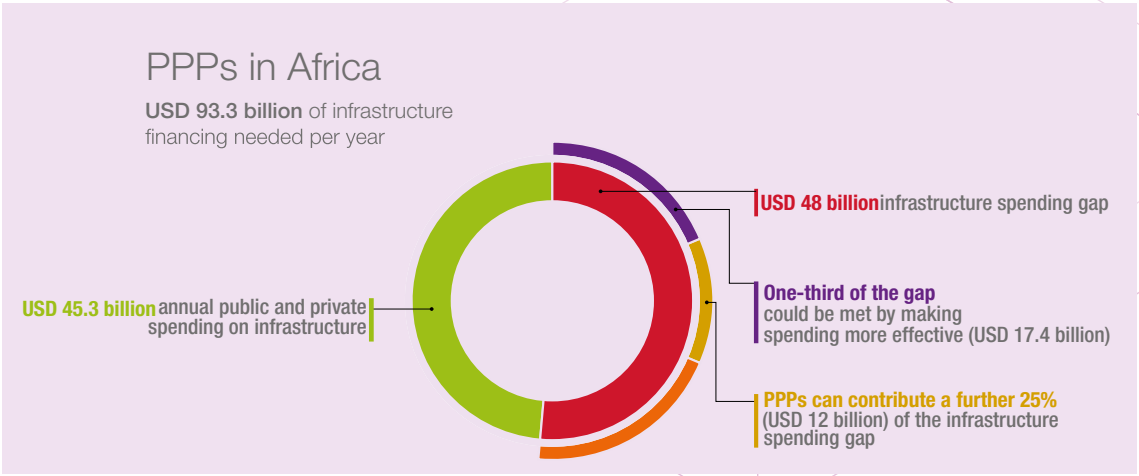
Moderator: Pierre Guislain, Vice President, Private Sector, Infrastructure & Industrialization, AfDB

Keynote: PPPs in Africa, current state and potential - Caroline Heider, Director General and Senior Vice President, Independent Evaluation Group, World Bank Group

Presentation: What have we learned from AfDB PPP interventions? **Foday Turay**, Chief Evaluation Officer, Independent Development Evaluation, AfDB

Panel: Enablers and stumbling blocks for PPPs in Africa:

- **Caroline Heider**, Director General and Senior Vice President, Independent Evaluation Group, World Bank Group
- **Amadou Oumarou**, Director, Infrastructure, Cities and Urban Development, AfDB
- **Maude Vallee**, Chief Legal Counsel, Acting Head of Operations, African Legal Support Facility
- **Isabelle Van Grunderbeeck**, Head of Regional Representation for West Africa, Regional Office for West Africa, European Investment Bank



▶ On the second day of Evaluation Week 2018, there was a rich interaction between participants on Public-Private Partnerships (PPPs) for infrastructure development. PPPs are increasingly popular on the African continent: between 2004 and 2013, 33 African countries enacted a PPP or concession law and 20 have adopted their PPP laws in the last 5 years. However, the session highlighted the need to meet certain conditions such as institutional frameworks and regulation, to ensure successful PPP projects.

Some quick contributions from the Panel:

Caroline Heider Keynote Speech: PPPs in Africa: Baseline Study and Potential

The quality of the regulatory framework is correlated to the investments in infrastructure in Africa. Good regulation is needed to attract investments, including private sector investment. Commitments to PPPs in Sub-Saharan Africa have still been relatively small and have been concentrated in certain sectors such as renewable energy. Some key lessons from World Bank evaluations of PPPs include:

- Having a strong and long-term commitment is very important to a project: there are a lot of political pressures at the stage where a government has to sign on to a PPP. When we evaluated the World Bank Group's portfolio, many of the projects failed at the stage when the commitments had to be made.

- Sector reforms have to be in place and the public sector has to function quite well: The public sector has to be able to negotiate the deals, oversee them, and manage them in a meaningful way.



- The fiscal implications and contract conditions have to be well understood by all parties.

- PPPs need to consider who benefits from the PPP: it needs to be clear whether the services they provide reach the right people and whether the revenues generated by the PPPs going back to the government are adequately used to subsidize and provide services to the poorer people. ▶▶



Foday Turay, Chief Evaluation Officer, Independent Development evaluation, AfDB.

Presentation: What have we learned from AfDB PPP interventions?



IDEV's work in this area shows that the private sector generally finds it extremely difficult to operate where there is no long term political commitment or where institutional frameworks and legal frameworks are weak. PPP investments are often huge sums of money that require a degree of guarantee. A common constraint is the fact that in Africa, the capacity of the public sector can be weak and many countries do not have a lot of experience in PPPs. There is also a PPP information asymmetry. The private sector tends to have more information than the public sector. They thus enter into a negotiation that is not balanced. For a number of countries, PPPs are a new type of mechanism and there have not been enough experiences to learn from. It is therefore important that available knowledge is shared, to inform decision-making.



Amadou Oumarou Director, Infrastructure, Cities and Urban Development, AfDB

Constraints to successful PPPs include structural factors such as a lack of coherent investment programs with well-structured projects, a low level of local savings, and high infrastructure project risks.



An important factor for the success of PPPs is good governance with regard to transparency in procurement. Furthermore, governments should put in place appropriate legislative frameworks, incentive frameworks and guarantees to investors, as well as regulations to protect projects' end users and/or consumers.

Isabelle Van Grunderbeeck, Head of Regional Representation for West Africa, Regional Office for West Africa, European Investment Bank

PPPs are not a panacea; they are one way of contracting a delegation of services. They are an option, but it's not necessarily the best. We need to ask ourselves every time, "is this project or intervention a good candidate for a PPP?" Furthermore, in a selective process with the private sector, if we specify the results we are looking for, we can benefit from the competition between diverse solutions and the innovations that the private sector can bring.



▶ *Maude Vallee, Chief Legal Counsel, Acting Head of Operations,African Legal Support Facility*

When we [the African Legal Support Facility] are asked to assist African governments in a specific transaction, the first thing we do is look at the institutional and legal frameworks for PPPs. We saw that in the last year, a lot of PPP laws have been adopted. African Governments have responded positively to the call by MDBs on the importance of having quality legal frameworks for PPPs. But did these PPP laws really lead to concrete PPP projects? Outside the ICT and power sectors, which are usually governed by sectoral laws, only about 15 PPP transactions in sub-Saharan



Africa have reached financial closure in the last five years. Only one of these projects was within an established PPP framework. Given the time it takes to develop a PPP project it is perhaps too early to see PPP law translate into concrete projects. ▶▶



Discussion II: From lessons learned to action

Moderator: Pierre Guislain, Vice President, Private Sector, Infrastructure & Industrialization, AfDB
Panel: What should we do for better PPP development results?

- **Nana Asantewa Afadzinu**, Executive Director, West Africa Civil Society Institute
- **Fatima Hamdouch**, Strategic Steering Director, Masen, Morocco
- **Romain Neyran**, Chief Financial Officer, SOCOPRIM, Côte d'Ivoire

During this session, panelists focused on examples of how to achieve better PPP development results.

Some quick contributions from the Panel:

Nana Asantewa Afadzinu, Executive Director, West Africa Civil Society Institute



Africa is lagging behind in infrastructure development, with 60% of its population lacking access to modern infrastructure. PPPs are one of the ways to go, but what are the main reasons for using these partnerships? They are supposed to be in the interest of the people and to address development issues. Government go into PPPs because they want to reduce their financial burden and to provide the public services that are needed. They are looking for efficiency and promises of quick delivery of public services or infrastructure. The important question is though: "where do the people come in?"

You can have laws and regulatory frameworks, but if you do not have the support of the people, you are not going to have a sustainable project. We also need to balance profitability with social inclusion. If you have a public utility whereby a PPP is providing a service, how do you ensure that people can afford the service? These are plans that have to be put in place if you are thinking of the benefits to society in the long term.

Fatima Hamdouch, Strategic Steering Director, Masen, Morocco



The challenge of PPPs is how to find the right balance between the different stakeholders, paying particular attention to the fourth P (People) so that all stakeholders involved are beneficiaries of the project. This way, good transfers can take place, and not only the private sector but also the public, the national economy, and ▸▸

- citizens are active participants, so that ultimately the end consumer and the citizen can benefit.

We can draw three lessons from Morocco's experience in the use of PPPs for the development of renewable energies:

1. It is important to have a dedicated actor: Created in 2010, MASEN is the national group responsible for driving renewable energies in Morocco. It is a Moroccan company under private law but with public capital.
2. Institutional frameworks are instrumental: MASEN operates within a very clear legislative and regulatory framework, thus creating an institutional framework specifying the prerogatives of the various actors in charge. This allowed us to gain the trust of technical and financial partners.
3. The development plan needs to optimize the distribution of risks: in the development of these projects, we attach particular importance to the optimal allocation of risks between the state and private partners.

Romain Neyran, Chief Financial Officer, SOCOPRIM, Côte d'Ivoire

My personal belief is that PPPs can be the future of infrastructure in Africa. I have been working on the HKB Bridge project since 2008 and it is a success. Sure, there are projects (PPPs) that are better, there are projects that are less good. But successful PPPs do exist. The key is to find stakeholders (sponsors, donors and governments) who are deal-makers, and who know at what point to stop the negotiations and allow the project to come to fruition.

The HKB bridge project is a good example of a public-private partnership which succeeded through the steady commitment of the various partners. The good practices that we can take away from the experience of the HKB project include:

- The sponsors, the government and the lenders, had a strong will to carry out this project, staying involved for more than ten or fifteen years - this allowed the project to progress;
- The negotiating capacity of the country, through the Minister of



Infrastructure, was strong and timely, and ensured the support of the Regional and International Development Banks;

- The project had an inclusive aspect, involving the recruitment and training of more than 1,300 local employees (ie 96% of the total project staff);
- The project's MIGA political risk insurance was also instrumental for the feasibility of the project. It ensured the protection and rights of the private partner (Bouygues) in the event of non-compliance with the contract.



Feature Article: Bringing Down the Barriers to Infrastructure Development in Africa

Maude Vallee, Chief Legal Counsel, Acting Head of Operations, African Legal Support Facility

The imperative of leveraging Public-Private Partnerships (PPPs) to meet the infrastructure development challenges in Africa is no longer a point of dispute. The African Development Bank estimates that Africa's infrastructure funding gap has grown to reach USD 170 billion annually, and a recent report by the Global Infrastructure Hub (GIH) of the G20 emphasizes that African countries "do not have the resources to ramp up infrastructure spending on their own, even with backing from aid agencies and multilateral donor institutions, [making] private sector investment [essential]" (quoted in Bavier 2018). As such, the focus has shifted to how PPPs can be most effectively integrated into the planning and implementation of infrastructure projects, with the objective of maximizing their contributions to sustainable economic growth and alleviating poverty.

During Evaluation Week 2018, panelists were invited to consider the key parameters that affect the development of PPPs, from a variety of perspectives. The exchanges highlighted some of the key catalysts for PPPs to fulfill their full potential, as well as mechanisms for leveraging development efforts. The most notable of these catalysts was identified as: the need for establishing sound institutional and legal frameworks, building a pipeline of bankable projects which are attractive to investors, alongside efforts to plan and prepare projects carefully to mitigate failure, and securing high-level political support and intergovernmental coordination.

The ingredients necessary for ensuring the successful implementation of PPPs are widely recognized throughout the development and investment communities. The recent Africa Investment Forum also highlighted the wealth of resources which can be accessed under the right conditions, including from private equity funds and private institutional investors such as insurers, pension funds, and sovereign wealth funds.

Yet, the confluence of factors that are necessary to inspire, catalyze and grow the volume of PPPs across the African continent has thus far remained

elusive, with a number of reasons underpinning why these transactions have failed to gain momentum.

Firstly, there is strong evidence that the adoption of a legal and/or institutional PPP framework does not in itself provide sufficient impetus to give rise to PPP projects. Many infrastructure projects, particularly in the power sector, are predominantly governed by energy sector legislation, and accountable to the relevant ministry, while in the case of large-scale projects, an ad hoc regime may apply. These create additional layers of complexity which private sector partners are less inclined to be willing to navigate. They also have the potential to create divisions and conflict between responsible agencies and ministries who may have jurisdiction over particular aspects of a PPP operation.

Secondly, the allocation of private investment to infrastructure has tended to be concentrated in particular sectors across the global landscape. To date, the PPP interventions of the African Development Bank are primarily focused on the sectors usually described as economic infrastructure: power, transport, water and ICT. According to the World Bank, in the past five years, PPP infrastructure projects in Africa have mainly been concentrated in the energy sector (78%), mostly renewables, transport (22%), and water and sanitation (0.5%). It is thus less intuitive for the private sector to focus on basic service delivery, which is most-needed to alleviate the needs of lower income populations.

Thirdly, despite the existence of abundant financial resources, African governments are still struggling to finance the feasibility studies and invest the needed human and capital resources to structure and market projects in a manner that is viable, and appealing to their private sector counterparts.

Despite these challenges, well-selected and well-structured PPPs continue to harbor the greatest potential for bridging Africa's tremendous infrastructure funding gap and accelerating the delivery of services that can improve lives of Africans. This requires project design and implementation, which ensure that risks are appropriately allocated to the partners who are best equipped to manage them. This should also apply at a broader level to include all the key actors that can support the process, including governments, multilateral development banks (MDBs), private sector actors, as well as banks and other financing partners.

From the perspective of African governments, this implies that there is a need to take clear and decisive actions to instill confidence within their PPP frameworks and how they are operationalized. Governments can also ensure that regulatory frameworks are reformed to more broadly guide institutional investment in Africa.

Governments must also demonstrate the willingness and capacity to assure investors that they will remain



actively engaged throughout the life of the PPP, and that the terms of their agreements will remain in place irrespective of political and/or economic evolutions on the ground. Governments must be consistently responsive to other project stakeholders, the project must be highlighted as a priority among the government's strategic objectives, and all ministries and agencies involved must have a clear mandate and transparent engagement processes.

Conversely, MDBs must continue to help governments to identify the sectors and projects that are best-suited for PPPs, to build pipelines of viable and socially-responsible projects, to improve access to infrastructure preparation facilities, to mobilize loans and equity in support of private investment, as well as to support the development of financial instruments that will allow for the success of projects which are not intrinsically the most appealing to investors, such as within the water sector or social infrastructure (health, housing, education, etc.).

The private sector will be expected to leverage its technical expertise, to innovate, and most of all, to deliver efficient project management capabilities that ensure the successful design and implementation of projects, and to transfer management and structuring skills back to governments in a seamless and timely manner.

Banks and financial institutions will have a key role to play in reducing financing costs for projects, increasing the volume of quality projects that they are able to finance, and ensuring that they develop the capacities to properly quantify project risks. This can include working with MDBs to leverage technical assistance, and, where available, guarantees that would better position the commercial sector to finance project operations and mitigate the balance sheet risks.

Given the current concentration of PPP projects in a small number of sub-Saharan African countries (mostly in South Africa, Nigeria, Kenya and Uganda), the focus for countries seeking to follow suit should be on building quick wins through smaller scale project operations which can provide learning experiences for larger-scale and more complex project operations. This should help to rapidly develop the capacity to prepare, develop, manage, monitor and evaluate PPPs, and ensure they are executed in line with the public interest.

Bavier, J. 2018. Ten African nations face $1 trillion infrastructure funding gap. Reuters, [online]. Available at: https://www.reuters.com/article/us-africa-infrastructure/ten-african-nations-face-1-trillion-infrastructure-funding-gap-idUSKBN1JT2AZ

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From the sidelines: Voices from participants at Evaluation Week 2018

IDEV interviewed some of the participants of Evaluation Week 2018 on the sidelines of the main event. You can watch these interviews and more at idev.afdb.org/Evaluationweek2018.

Yasmina Coulibaly, Law student, Côte d'Ivoire



QUESTION: What are your thoughts about the Evaluation Week?

We are all very satisfied with the conference. There were some basic questions, but the panelists gladly provided concrete answers. It was especially helpful regarding public-private partnerships - in which I will soon be a specialist - on issues of partnerships, gender assessment and agricultural value chains.

It was a genuine pleasure and I thank the organizers, most particularly the AfDB, for allowing us to participate in this conference.

► *Romain Neyran, Chief Financial Officer, SOCOPRIM, Côte d'Ivoire*

QUESTION: What can we learn from PPPs and how can they ensure inclusiveness?



In a nutshell, PPPs are probably the future of infrastructure in Africa, but not just anywhere and not just anyhow. How can people be integrated into PPPs? First of all, by having international development banks as lenders, such as the World Bank or the AfDB. These institutions have extremely demanding reporting standards and have very sophisticated environmental impact studies. Secondly, by considering that PPPs are for the benefit of the public and that the public is your customer. So there is a very simple supply and demand relationship. If you provide a bad service that is not adapted to the needs of the people, you will simply not be able to sell it, whether it is a transportation service, medical or other.

Abougnonhou Chaldia Agossou, Seed Services, Benin

QUESTION: How do we make agricultural value chains more inclusive?



I think that in order to make value chains more inclusive, we need to strengthen the capacity of each and every one of the actors in the value chain.

This means in terms of leadership, in terms of management, and in terms of communicating about their products and their activities. In order to make value chains more inclusive, it is necessary that the different types of funding that exist for different value chain actors - both small and big producers - are clearly communicated to the various actors. They need to be informed and equipped to meet the different requirements or conditions that are necessary to benefit from these funds.

For example, when we look at small producers who generally don't have strong power in the value chain, they may have difficulty getting external financing, which is financing that usually comes from banks. Therefore, we need to strengthen their capacity, mobilize them around a central idea, a common point. We need to help mobilize several small producers in cooperatives so that they can have the strength to intervene, to have their say in the value chains and use the strength of the cooperatives to access external financing. eVALU

Q&A with the Acting Evaluator General

Q&A with Karen Rot-Münstermann, Acting Evaluator General, on the issues surrounding Evaluation Week 2018

"Putting lessons learned into action for greater results" an interview by Grace Gabala (GG), IDEV communications specialist, with new Acting Evaluator General Karen Rot-Münstermann (KRM).

Under the leadership of Karen Rot Munstermann[1], IDEV organized the 3rd edition of AfDB Development Evaluation Week. In this interview, Karen Rot Munstermann, AfDB acting Evaluator General, reflects on the conference and shares with us her viewpoints on IDEV's outlook for development evaluation in Africa.

1 On 1 September 2018, the African Development Bank President appointed Mrs. Karen Rot Munstermann to the position of Acting Evaluator General. Karen joined the AfDB in 2009 as a member of the Resource Mobilization Department where she was responsible for the three-yearly replenishment process of the African Development Fund and the allocation of ADF resources to African countries. She joined IDEV in June 2014 as the manager of the Knowledge Management, Outreach and Capacity Development Division.

GG: Thank you for granting us this interview. Could you share with our readers your impression of Evaluation Week 2018? Did the conference succeed in achieving its objectives? For you what was the most memorable or eye opening moment of the conference?

KRM: I think the conference went very well. It attracted a broad range of participants –evaluators, Bank staff, policy- and decision-makers, development practitioners, civil society, students, etc.- who actively shared their knowledge and experience and engaged in constructive discussions on how evaluations can help make development interventions in Africa more effective. That is precisely what we wanted to achieve. The conference benefited strongly from the insights of our keynote speaker, Hon. Dr. Dlamini Zuma, who as former Chairperson of the African Union Commission and now Minister for Planning, Monitoring and Evaluation of South Africa, is uniquely well-placed to share her views on how evaluation can contribute to the realization of Agenda 2063. I also enjoyed the mix of thoughtful contributions and lively discussions at the conference. Panelists and audience members freely and frankly spoke their minds. A particularly amusing exchange took place on the Friday afternoon between Abdoulaye Gounou from the President's Office in Benin ("the Government") and Hon. Abbas Imbassou from the National Assembly of Côte d'Ivoire ("the Parliament") on accountability for achieving development results – the Parliament holds the Government to account, but MPs are themselves accountable to citizens, so they both have to show results in order to keep their jobs!

GG: Aside from facilitating knowledge sharing among the development community and conducting independent evaluations of the African Development Bank's projects, policies and programs, what are some other initiatives led by IDEV to support African countries to plan, conduct, disseminate and use evaluations as part of their national development strategy?

KRM: As part of its mandate to promote an evaluation culture in the Bank and in its Regional Member Countries, IDEV is supporting a number of initiatives to strengthen evaluation capacity and use on the continent. On what we call the "supply side" of evaluation, we are working with Ethiopia and Tanzania to strengthen their national evaluation systems. Thanks to funding from the Finnish Trust Fund at the Bank, we have been able to support these two countries over the past five years in developing a country-owned national evaluation policy or strategy, an institutional framework for evaluation, and to strengthen skills for planning, managing and implementing evaluations. While the project in Ethiopia and Tanzania is coming to an end at the end of this year, we are increasingly becoming involved in a South-South peer learning partnership called Twende Mbele, in which African national governments share knowledge and work together to strengthen their M&E systems, with a view to improving government performance and accountability. Currently led by the governments of Benin, South Africa and Uganda, the partnership is likely to expand to other countries like Ghana in the near future. On the "demand side" of evaluation, IDEV helped to establish the African Parliamentarians' Network

on Development Evaluation (APNODE) in 2014, to sensitize parliamentarians across the continent to the usefulness of evaluation as a credible instrument in their legislative, oversight and budgeting roles. We continue to support the Network, among others by providing the Secretariat. In all these initiatives, we work together with partners who are likewise trying to build and develop the continent's capacity to undertake, disseminate and use evaluations – partners like the Centers for Learning on Evaluation and Results (CLEAR), UNDP, Unicef, UN-Women, the African Evaluation Association (AfrEA) and others.

GG: In your opening remarks at Evaluation Week 2018, you mentioned that evaluation has been called "speaking truth to power". But that this truth is not always welcome. To address this challenge, what are some of the strategies adopted by IDEV to ensure better uptake of its evaluation results and recommendations by AfDB operations staff and decision makers?

KRM: Indeed, I was referring to an atmosphere, particularly prevalent in 2016-2017, with the Brexit referendum in the UK and the election campaign in the US, where there seemed to be a preference for short soundbites over detailed reports, for simplistic slogans over nuanced analysis, where unwelcome findings were dismissed and expert opinion was disdained. In such an atmosphere, it is difficult for evaluation to flourish, since the key messages from evaluations can seldom be captured in a simple headline – it is often a case of "on the one hand, on the other hand". In our evaluations, we always examine both sides of the story: what worked well, what did not work well/what could be improved. But I've also learned that how you present the message is as important, if not more important, than the message itself. The evaluator may see the glass as half empty, compared to the benchmark of a full glass; those leading the program being evaluated may see it as half full, compared to having no glass at all. We need to be sensitive to different perspectives and to the effect that our messages have on people.

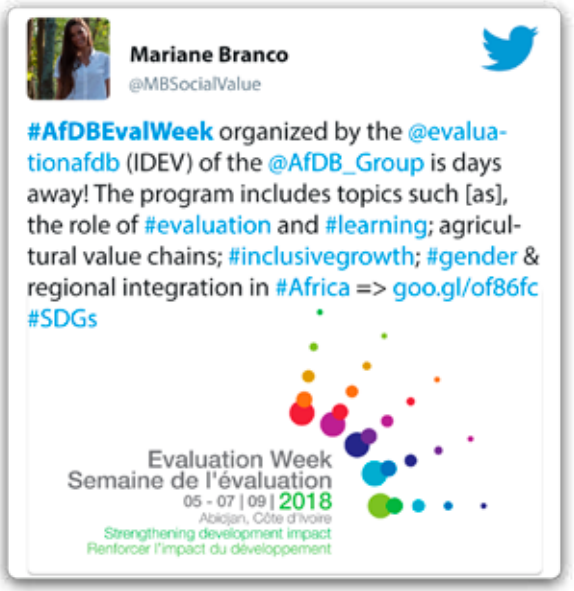
Because we are an independent department that works to high quality standards, we naturally have an authoritative voice – the Board for example listens attentively to what we have to say. But with authority also comes responsibility. That is why it is important to reach out to and engage with evaluation stakeholders, most importantly the colleagues responsible for the policies and programs being evaluated, throughout the evaluation process and once the evaluation is finished. One initiative we've taken in this regard is to introduce capitalization workshops with Bank operations departments for our project cluster evaluations. We've held three of these in 2018, on energy (rural electrification and power interconnection), on agricultural value chains, and on Program Based Operations. This type of evaluation doesn't contain ratings but rather focuses on findings and lessons, and so the capitalization workshops allow for a frank exchange with those who plan and implement the operations on their knowledge and experience, on whether our lessons are useful to them, and how we could better meet their knowledge needs. It has been a good experience so far. Another strategy is to inform and discuss with Senior Management the preliminary findings of key evaluations before they are

finalized. Even if they do not fully agree with the findings or our interpretation of them, there are no surprises when the evaluation is presented to the Board, and Management is well prepared to respond to our recommendations.

GG: The first draft of the African Union's Agenda 2063, its continental development plan, was written through consultations with African citizens from different fields and sectors including women, youth, workers and academics from faith-based organizations, CSO's and businesses. In evaluating progress made towards achieving Africa's transformation, how does IDEV ensure that stakeholder voices are considered?

KRM: Stakeholder engagement is of great importance, and an area where IDEV would like to do more. It was one of the outcomes of the self-assessment of our implementation of the Independent Evaluation Strategy that we undertook this year. IDEV evaluators already make efforts to consult with and gather the views of project beneficiaries, local groups, CSOs and other stakeholders when collecting data for our evaluations through field visits – a good example is the Cabo Verde Country Strategy and Program Evaluation, where the evaluators interviewed, among others, the members of a local women farmers' cooperative about the current state of the infrastructure and the socio-economic impacts of the intervention being evaluated. Hearing their first-hand experience of how an AfDB project has impacted their lives is a precious source of evidence. But after having been interviewed or taking part in a survey or a focus group discussion, many stakeholders never hear back about the evaluation report. Here is where we can do better, in disseminating the key messages from an evaluation more widely, and in ways that will reach the different stakeholders. Our knowledge management officers are becoming more involved at the early stages of the evaluation process, to help evaluation teams undertake a stakeholder mapping, identify key target audiences, and think through the best channels of communication for reaching those audiences. eVALU

Evaluation Week social media wall
Viral content, insightful comments and captivating photos shared on twitter







IDEV AfDB
@evaluationafdb

#AfDBEvalWeek kick starts today with two internal events targeted at #AfDB staff. Topics being discussed #gender and #evaluations & #eval for greater impact of bank operations: http://idev.afdb.org/evaluationweek #learning #KM



Hyacine KA
@HyacineKa

"Value chain analysis should be done through a value stream mapping.Inclusivity must also embrace knowledge management and ICT " according to Enock Warinda from @ASARECA **#AfDBEvalWeek**



Najade Lindsay
@NajadeLindsay

#AfDBEvalWeek high-level sessions starting off with these amazing drummers ! #gender #evaluation @evaluationafdb @AfDB_Group



Dieter Gijsbrechts
@dieter_g

"We need to do build the capacity of farmers and other actors in the #agricultural value chain to negotiate in a competitive market", Girma Kumbi
#AfDBEvalWeek



CLEAR-AA
@CLEARAA

Opening panel at the AFDB Evaluation Week, from left to right: (1) Per Oyvind Bastoe, Director, Norad Evaluation Department & Chairperson, OECD/DAC Evaluation Network; (2) Nkosazana Dlamini-Zuma, Minister in the Presidency for Planning, M&E, SA.... @evaluationafdb **#AfDBevalweek**



African Development Bank Group
@AfDB_Group

"Learning constructively from past successes, mistakes and experiences is something that the Bank considers critical", @akin_adesina in remarks read on his behalf by Vice President Pierre Guislain, at **#AfDBevalweek**



Evaluation Week social media wall: Viral content, insightful comments and captivating photos shared on twitter



Monica Lomena
@MonicaLomenaG

Partnerships to make advance the evaluation offer and demand in Africa: Why we want to engage? With whom to engage? @MiEval_TuEval @UNICEF **#AfDBEvalWeek** @evaluationafdb @AfDB_Group





African Development Bank Group
@AfDB_Group

'Africa has the capacity; we will and must succeed to reach the #Africa we want", @Dlamini-Zuma, Minister for Planning, Monitoring and Evaluation, South Africa, calls for evidence-based evaluation at the Bank's Development Evaluation Week. http://bit.ly/2Nq26tT . **#AfDBevalweek**





Dieter Gijsbrechts
@dieter_g

Auditorium still full at the end of the day at **#AfDBEvalWeek** with lively discussions on #PPPs with representatives from public and private sectors as well as civil society.





Hyacine KA
@HyacineKa

Comment faire pour avoir plus de femmes et de jeunes dans les chaînes de valeurs agricoles? Selon Chaldia Agossou,fondatrice de la start-up "seed services" (Bénin) il faut plus de: -formation,renforcement des capacités, -accompagnement financier. **#AfDBEvalWeek**



IDEV AfDB
@evaluationafdb

Les #PPP en #Afrique le projet Henri Konan Bédié présenté par le représentant de SOCOPRIM. Suivez le direct: http://idev.afdb.org/evaluationweek **#AfDBEvalWeek**





Aminata Kouma
@kouma_aminata

Les Jeunes évaluateurs africains au coeur des préoccupations de l'Afrea @tweet_afrea @SibandaAdeline **#AfDBEvalWeek** #Strengthening_Development_impact in Africa.



Evaluation Week social media wall: Viral content, insightful comments and captivating photos shared on twitter



Jayne Musumba
@kajenny

#AfDBEvalWeek high-level sessions on Are We Learning: "Bureaucratic nature of our institutions prevents us from learning...Knowledge is always seen as power" by Per Øyvind Bastoe @noradno #evaluation @evaluationafdb @AfDB_Group

IDEV AfDB
@evaluationafdb

@ImbassouA membre du parlement ivoirien et membre du Comité exécutif d' #APNODE nous parle des partenariats pour le renforcement de l' #évaluation en Cote d' Ivoire **#afdbevalweek**

IFAD Evaluation
@IFADeval

IFAD Evaluation Retweeted IDEV AfDB
Looking forward to **@IFADeval** participation at **#AfDBEvalWeek.** #IDEV #AfDB #Evaluation #Eval #Agenda2063 #Agenda2030 #Africa #SDGs #Partnerships
RT: "#AfDBEvalWeek 2018 program is ready! International top speakers are keen to share knowledge and best practices with you on how #evaluation contributes to Strengthening #Development Impact. Register today! And check out the conference programme here:



Dieter Gijsbrechts
@dieter_g

"We want Africa led #evaluations and a culture of evaluations in Africa; not just carrying out- but also using evaluations for government decision-making" Adeline Sibanda, Chairperson of @tweet_afrea at **#afdbevalweek**



Karen RotMunstermann
@KarenRotM

Laila Smith: national #evaluation policies help African countries to level the playing filed vis-avis donors as concerns determining evaluation priorities and methods.@CLEARAA1 **#afdbevalweek**



Latefa Camara
@LatefaCamara

#inclusiveness is important and critical to ensuring effective development of #valuechains says presenter Girma **#AfDBevalweek** #agriculture #valuechains



Jacqueline Nyagahima
@Jackystwit

"11% loss in Africa's GDP is due to nutrition challenges." #Afdb **#AfDBevalweek** @evaluationafdb

Evaluation Week social media wall: Viral content, insightful comments and captivating photos shared on twitter

Day 3 Friday 7 September 2018

Thematic Discusison II: Inclusion through Agriculture

Agriculture is the predominant sector of most African economies: 60 percent of Africa's most active population is engaged in agriculture; Africa has 65 percent of the world's arable uncultivated land[1]; and it has an abundance of fresh water supplies. Yet each year, Africa spends far too much on food imports – approximately USD 35 billion. Left unchecked, the figure is expected to surge to USD 110 billion by 2025.

In a lively afternoon of exchanging ideas, knowledge and expertise, two panels of experts and practitioners discussed the role of agricultural value chains in creating food security; improving nutrition; boosting economies through agri-businesses; and the importance of social inclusion, particularly gender inclusion.

Discussion I: Challenges and opportunities for agricultural value chains in Africa

Moderator: Patrick Zimpita, Executive Director, AfDB

Keynote: Nutrition and Inclusion – A Multisectoral Approach, Wambui Gichuri, Director, Water & Sanitation, AfDB

Presentation: AfDB's support to agricultural value chains development, Girma Kumbi, Principal Evaluation Officer, Independent Development Evaluation, AfDB

Panel: Agricultural value chains in Africa - challenges & opportunities

- **Koffi Amegbeto**, Senior Policy Officer, Regional Office for Africa, FAO
- **Fabrizio Felloni**, Deputy Director, Independent Office of Evaluation, IFAD
- **Kodjo Kondo**, Program Officer, Monitoring and Evaluation, AGRA

1 African Development Bank (2018), Feed Africa: The road to Agricultural Transformation in Africa (The High 5s)

▶ Keynote speech: Nutrition and Inclusion – A Multisectoral Approach



> ***"If we have stunted children today, our economies cannot compete in the future."***
>
> *Wambui Gichuri, Director, Water & Sanitation, African Development Bank (AfDB) on behalf of Jennifer Blanke, Vice-President, Agriculture, Human and Social Development*

Nutrition is not only key to good health and strong economies in Africa but also a basic human right. Despite a high commitment and leadership, progress in achieving recommended levels of nutrition has been slow in Africa. Looking at progress across regions, Asia[2] and Latin America have experienced significant drops in stunting in children under five between 2000 and 2016 - 36% and 44% drops respectively. In Africa, the proportion of stunting in children under five during the same time period has increased by 17%. Why? We found out that in Latin America and Asia, it took strong leadership (which we have), well planned multisector programs, as well as resources.

Why does nutrition matter? It matters because it is a huge challenge but also an opportunity for action and sustainable development in Africa. It matters because it is key to achieving the Sustainable Development Goals (SDGs); essential to poverty reduction and inclusive growth; and malnutrition is responsible for a 11% loss in Gross Domestic Product (GDP) in Africa. A 1% loss in adult height due to childhood stunting is associated with a 1.4% loss in productivity. This is crucial because if we have stunted children today, our economies cannot compete in the future.

The good news is that the benefit-cost ratio of investing in nutrition is very high at around 16:1[3]. We need to prioritize resources and programs. This call aligns very well with the African Development Bank's critical strategies including its 10-year strategy and the "High-5"priority areas, in particular the Feed Africa and the Improve the Quality of Life for the People of Africa strategies. Improved nutrition will improve physical health and cognitive development, education outcomes and productivity.

If we look at the various factors that affect children's nutritional status, there are several, such as inadequate dietary intake and exposure to disease and related illnesses, which are mostly dealt with in the health sector. Then we have the underlying causes, which relate to household food security, maternal and childcare practices and the health environment. This is where we start seeing the role of multiple sectors such as agriculture, water supply, sanitation and hygiene, social protection, education, gender, environment, as well as emergency and fragility contexts. There is thus need for a multisectoral approach, which will not just contribute to improving nutrition, but also to strengthening inclusion.

Development is going to happen when sectors work together. Water, for example, needs to feature more in agriculture as a sector. Africa is the world's second driest continent with a very low storage per capita. This storage, whether through infrastructure or natural bodies like wetlands that can also conserve ▶▶

2 Excluding Japan

3 (International Food Policy Research Institute (IFPRI), 2015

High commitment & leadership to reduce malnutrition, but little progress in the past two decades:

In 2017:



59 million
stunted children in Africa,
a 17% increase since 2000



10 million
overweight children,
a 48% increase from 2000



14 million
children suffered from wasting,
indicating acute malnutrition

Opportunity for action & investment in sustainable development

- **Good nutrition central to achieving the SDGs**; essential to poverty reduction and inclusive growth
- Malnutrition is responsible for an **11% loss of GDP** in Africa (IFPRI, 2016)
- **1% loss in adult height** due to childhood stunting is associated with a 1.4% loss in productivity
- **16:1 benefits** – cost ratio to scaling up nutrition interventions in low and middle income countries (IFPRI, 2015)

Tackling malnutrition is important for many of AfDB's strategic priorities

- Achieving inclusive and green growth: AfDB's Strategy for 2013-2022
- Reducing poverty, Human Capital Strategy for Africa 2014-2018
- Strengthening agriculture and food security, Feed Africa Strategy

Nutrition and the High 5s



Light up and power Africa

Power is critical to building and maintaining the value chains within safe, diverse and nutritious food systems

Feed Africa

Aims to eliminate hunger and malnutrition

Industrialise Africa

Creates jobs and catalyzes SMEs focused on safe and nutritious foods

Integrate Africa

Contributes to improved nutrition and food systems

Improve life of people

Instrumental to strengthening grey matter infrastructure

Sources:

[top 3rd of infographic] Repositioning nutrition as central to development: a strategy for largescale action. Washington DC: The World Bank; 2006 (http://siteresources.worldbank.org/NUTRITION/Resources/281846-1131636806329/NutritionStrategy.pdf, accessed 21 October 2014).

[Factoid "1% loss in adult height due to childhood stunting is associated with a 1.4% loss in productivity"] WHO/UNICEF/World Bank Group 2017.

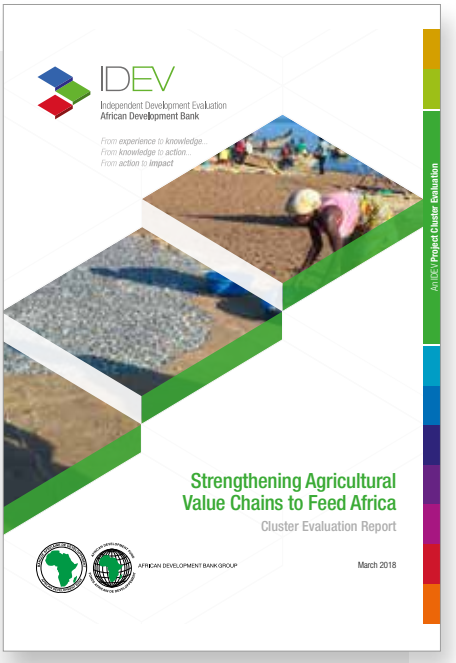
water, is what can get us through a drought. We also really need to develop our groundwater for irrigation and other purposes. There is no way we are going to achieve our agricultural objectives unless we do water management differently.

We now have recurrent floods and droughts destroying our produce and our infrastructure. The Bank is thus developing resilience infrastructure. However, in terms of fragility, the focus is on the short- term. We need to look at short-term consequences, but we must not lose sight of the long-term impacts, particularly social fragility. Thus, we need to factor in climate change in everything we do. Similarly, we should not just tick boxes but we should mainstream gender. It is not easy but let's keep talking about it. Today, in our institutions, there are more men in positions of authority than women. Men are the ones who need to make sure that women are included. We thus need to work together, both men and women.



▶ Presentation: Lessons and Recommendations from the evaluation of the African Development Bank's Support for Agricultural Value Chains Development

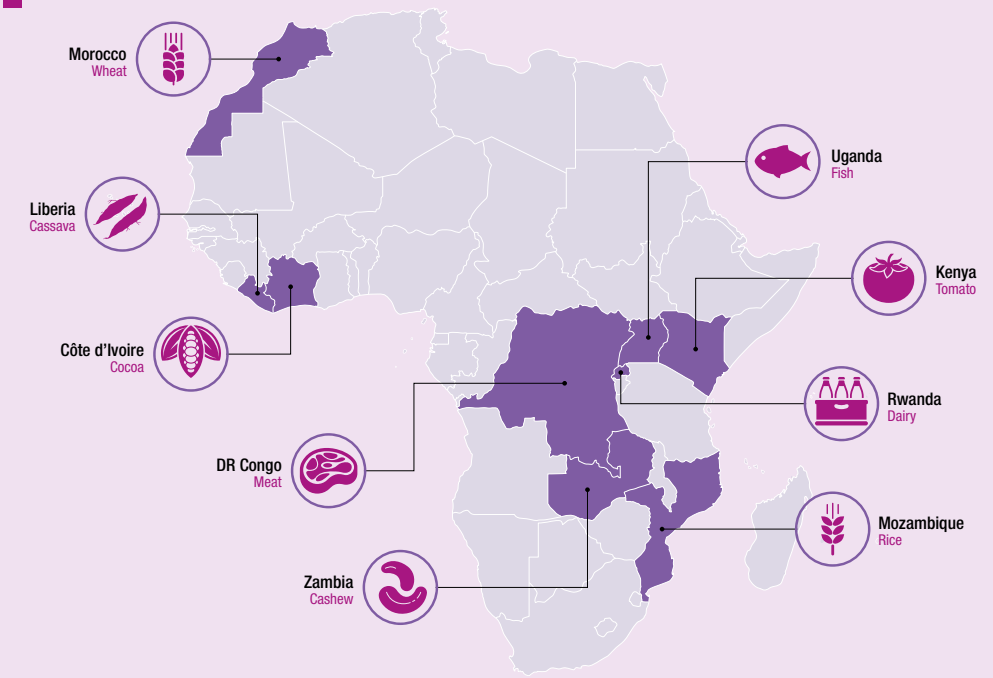
Girma Kumbi, Principal Evaluation Officer, Independent Development Evaluation, AfDB



In 2017, IDEV evaluated the support of the AfDB to Agricultural Value Chains Development (AVCD). The exercise consisted of both a project cluster and a thematic evaluation. The thematic evaluation assessed the agricultural portfolio of the Bank during the period 2005–2016, which amounted to around UA 3.1 billion (USD 4.2 billion). It provides recommendations to strengthen the Bank's overall approach to AVCD for its "Feed Africa" strategy, aimed at transforming agriculture in Africa. The project cluster evaluation, for its part, is focused on the project level and provides key findings and lessons learned from nine case studies that can inform the design and implementation of AVCD interventions. ▶▶

The Project Cluster Evaluation

9 case study reports formed the cluster evaluation.



Findings from the Project Cluster Evaluation:



Relevance: The case study projects were very relevant for the member countries and well aligned with Bank strategies as well as the needs of the target population. However, there were several limitations in the analysis and design of AVCD approaches.



Effectiveness: The Bank's value chain-related interventions are generally effective in achieving their stated objectives of increasing production or physical access to markets, but they are not consistent in achieving overall AVCD results.



Inclusiveness: AVCD interventions in all case studies have incorporated some design elements to address inclusiveness, but in practice, equitable distribution of benefits among all value chain actors is not achieved.



Sustainability: The sustainability of benefits from AVCD interventions is difficult to assess and receives insufficient attention from design to exit strategy. Overall, sustainability of investment results is seen as unlikely due to insufficient planning for institutional mechanisms to support ongoing operations beyond project implementation.

Lessons from the Project Cluster Evaluation

The Bank's focus on AVCD is emergent and yet to mature. The case studies demonstrate substantial potential for strengthening the AVCD approach within the Bank's strategies and operations. Five key lessons from this evaluation could help guide and consolidate this process.

Comprehensive AVCD analysis in project design and its subsequent adaptation during implementation is critical.

Lesson 1: Insufficient analysis in AVCD project designs constrains achievement of outcomes and impact, while comprehensive value chain analysis guides implementation and responsiveness to changes in markets and contexts.

Profitability focus is essential throughout the entire value chain.

Lesson 2: AVCD interventions that focus heavily on increases in commodity production without sufficiently considering the efficiency of the production system and the value chain as a whole, will incur net financial and economic losses.

Appropriate scope and scale.

Lesson 3: Effective AVCD interventions require realistic planning that takes into account appropriateness of scope in terms of the time required for contributory activities to mature, the value chain actors chosen for support, the scale of activities responsive to the market demand, and sequencing of activities.

Ensuring inclusiveness in AVCD.

Lesson 4: Deliberate, concerted and targeted efforts at all stages of AVCD design and implementation are essential to ensure inclusiveness. Processes that ensure participation, and mechanisms for equitable benefit sharing, enable meaningful inclusiveness.

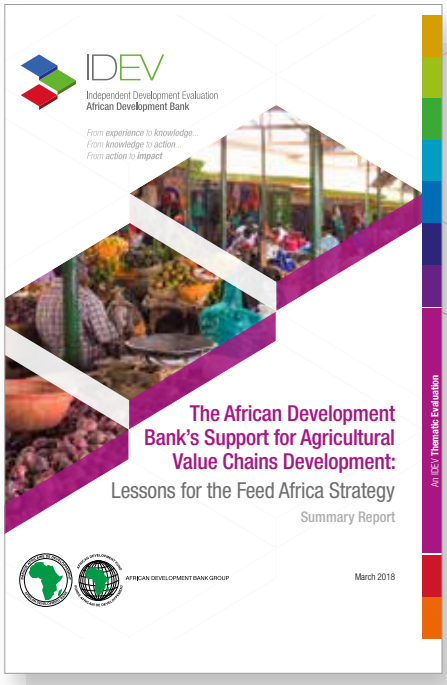
Sustaining the benefits of AVCD interventions.

Lesson 5: Sustained benefit from AVCD interventions requires a comprehensive package of support that ensures partnerships with the private sector, the government and other development actors.

The Thematic Evaluation

The evaluation is theory-based with a focus on learning. It takes a non-traditional approach in that it does not evaluate specific investments or operations, but rather aims to understand how the Bank's operations have applied the AVCD theory of change in different contexts. It draws key lessons and proposes recommendations to assist the Bank in future programming.





▶ Findings of this evaluation were generated by triangulating information from multiple lines of evidence from a series of background works:

- **1 literature review**
- **1 portfolio review**
- **1 policy and strategy review**
- **9 case studies**
- **Interviews with beneficiaries and key informants and other stakeholders.** These are included in the case studies and policy and strategy reviews

Findings from the Thematic Evaluation:

The Thematic Evaluation examined the question "Has the Bank applied good practice standards in AVCD?"

In summary, the Thematic Evaluation found that:

- Most of the critical factors for value chain development are evident throughout the Bank's interventions to some extent. However, all will require strengthening to achieve the intended outcomes of the "Feed Africa" Strategy via an AVCD approach.
- Although the Bank strategies demonstrated overarching intentions towards inclusiveness in AVCD, it is largely driven by pressure to attain quotas of young people and women in project interventions.
- With respect to key enablers for AVCD, the assessment shows that the most effective support is in relation to infrastructure and in appropriate financing where it has been supported.
- Sustainability is uncertain, with insufficient ownership and limited functionality of facilities delivered constituting the main constraints.

Recommendations from the Thematic Evaluation

The evaluation proposes six overarching recommendations, supported by indicative actions, to strengthen the Bank's approach to AVCD for the "Feed Africa" Strategy.

1. **Build a coherent and consistent approach to AVCD across Bank operations.** The fundamentals and enablers proposed by the evaluation can be considered as a starting point. This should involve all Bank departments that play a role in supporting ACVD, with a clear vision on how integration at regional and national levels will occur in the context of specific value chains.

2. **Build AVCD analytical and implementation capabilities.** It ▶▶

- will be important to include adequate resourcing in program and project budgets in early implementation to carry out the necessary analysis. At a minimum, this should include farming systems management requirements, technical production requirements for innovation and value addition, market assessment, and participatory stakeholder analysis.

3. **Focus AVCD interventions on adding value and achieving sustainable impact.** Interventions should add value to base production through technological advances in post-harvest processing, reduction of wastage, improved price advantage for purchase of inputs or sales, and more efficient consolidation and distribution channels, among others.

4. **Work with partners, especially the private sector, to strengthen strategic and operational approaches to AVCD.** This will require identification of potential new partners and strengthening of approaches to partnership management in Bank AVCD interventions. Policy interventions will require strong strategic partnerships, often with other major development partners, to build regional influence for change.

5. **Take affirmative actions to ensure inclusiveness.** Inclusiveness is already well-covered in policy and design documents but more is required to ensure that inclusiveness results in impact for target populations. Participation in activities by default cannot be assumed to generate impact. There needs to be an in-depth understanding of the power relations, bargaining framework and social position of vulnerable groups, and support their inclusion all along the value chain. The Bank should develop a holistic approach to inclusiveness looking not only at the position and roles of vulnerable populations all along the value chain, but also at their capacity to access productive assets (water, capital, knowledge and land), their risk management strategies, level of literacy, capacity to be formally represented and the social norms they are confronted with in their communities and households.

6. **Strengthen policy dialogue to enhance a conducive AVCD environment.** This implies not only developing a policy dialogue with national authorities, but also integrating other value chain stakeholders around AVCD. It should go well beyond production and, through a holistic approach, develop improved sectoral policies encompassing land tenure, support services, knowledge systems, capacity building, strengthening of Farmers' Organizations, coordination of actors along the value chain, the establishment of a framework to support producers in meeting quality standards, or support to establishing fair conditions for contract farming to develop.

Panel Discussion: Agricultural value chains in Africa - challenges & opportunities

The first of two discussions looked at challenges and opportunities for agricultural Value chains in Africa in terms of, but not limited to, scale of operations; level and nature of coordination; status of institutional arrangements; financial and technical capabilities; impact of climate change; political and socio-economic climate; strength of market networks; stability and security; quality of stakeholders' engagement; and most importantly, level of inclusion.

The panellists each spoke about how their institution addresses the challenges and opportunities for the development of agricultural value chains. Ensuring inclusion was seen as one of the biggest challenges among the panel, while some of the interventions from the audience drew attention to the measures that are needed for developing agricultural value chains in light of the effects of climate change.

The Moderator, Patrick Zimpita, Executive Director, AfDB, posed questions to each panellist.

Koffi Amegbeto, Senior Policy Officer, Regional Office for Africa, Food and Agriculture Organization (FAO)

QUESTION: To what extent have African countries used agricultural value chains to produce value added products and services for improved production and participation in markets? Which challenges have they faced?

Agro-industry development is important in achieving a number of sustainable development goals such as poverty eradication, elimination of hunger and malnutrition, achieving sustainable agriculture, industrialization, innovation, and sustainable production and consumption, just to mention a few. In addition to playing an important part in poverty reduction, agri-business value chain development is strategically very important to sustaining resilient food systems needed to deliver healthy diets.

Africa's efforts in developing agricultural value chains is very limited compared to the need on the continent. In many cases, the policies are



> ***"In addition to playing an important part in poverty reduction, agri-business value chain development is strategically very important to sustaining resilient food systems needed to deliver healthy diets."***

inefficient and the regulatory system is inadequate. Some governments don't always have the right perception of the roles of the public and private sectors in agricultural value chains development. These are some of the factors that make it difficult for agricultural value chains to drive economic growth on the continent.



▶ *Fabrizio Felloni, Deputy Director, Independent Office of Evaluation, International Fund for Agricultural Development (IFAD)*

QUESTION: How prepared are African governments to develop agricultural value chains that can meet the demands of modern societies?

Part of it is a structural challenge- new policies, better policies, trade policies, policies that are needed to make the function of State-owned enterprises more efficient, including paying prices that are more appropriate to small-scale producers.

The other challenge is the capacity that governments have to develop and manage agricultural value chains. Value chains involve several types of partners. It is not just the producers, it is also the processors, those working in transportation, the aggregators, those working in packaging, and the exporters. We have a multiplicity of actors intervening. There is an urgent need for capacity building on agricultural value chains development and on how to enable agricultural value chains actors to proficiently collaborate and make the value chain more profitable.

The third challenge is the private sector. Many of these partners belong to the private sector. We find that staff in public agencies are well-prepared competent technical specialists, but very few of them have worked on an agricultural value chain. When we consider items that are so crucial to agricultural value chain development such as profitability, we find deficiencies in the capacity to prepare solid business cases to convince the private sector to participate.



"We, within our organizations, also need a bit of capacity building on how to better design and better support the implementation of national counterparts' projects."

These deficiencies are not only present within governments, but also within our organizations. We might have been working, for example, in the agriculture sector, but mostly concerned with production improvement, boosting yield from new varieties or boosting yields through irrigation. However, many of us do not have experience in working with the private sector. ▶▶





We, within our organizations, also need a bit of capacity building on how to better design and better support the implementation of national counterparts' projects. Agricultural value chain development is quite new to the African Development Bank. It requires long-term engagement, investment and commitment.

Kodjo Kondo, Program Officer, Monitoring and Evaluation, Alliance for a Green Revolution in Africa (AGRA)

QUESTION: Although more than half the African population works in agriculture, the continent still relies on huge imports of processed foods such are rice or wheat. Why this paradox and how can this trend be reversed?

We have the highest number of people in farming but we rely a lot on imported wheat, rice or sugar to satisfy our own consumption needs. Why? To a certain extent, our production systems have low productivity and they lack appropriate innovations, mechanization, and improved varieties. The rate of fertilizer application in Africa is among the lowest in the world. We have missed the opportunity of a green revolution, which Asian countries have seized.



"We need to make reforms to support the consumption of local produce and promote our local production. We must come back to what we know."



Why did we miss the green revolution opportunity? Part of the answer can be found in the structural reforms of the 1980's where our governments had to withdraw from supporting agriculture. The Asian producers seized the opportunity and flooded our market with rice, also taking advantage of the lowering of the cost of marine transport.

In another example, bread, which was originally not indigenous to our societies, has been engrained in our local economies. How do we reverse this trend? We need to make reforms to support the consumption of local produce and promote our local production. We must come back to what we know. In Nigeria for example, a law has been passed forcing bakers to use more cassava flour in their bread, while in Senegal, they are required to use millet flour.

Discussion II: Towards inclusive value chain development

Moderator: Youssouf N'Djore, Director, Social Development, World Cocoa Foundation

Panel: Towards inclusive value chain development

- **Aboegnonhou Chaldia Agossou**, Seed Services
- **Troels Egeskov Sorensen**, Fragility and Resilience Expert, Transition Countries Coordination Office, AfDB
- **Enock Warinda**, Theme Leader-Knowledge Management, Monitoring and Evaluation, The Association for Strengthening of Agricultural Research in Eastern and Central Africa (ASARECA)
- **Koffi Amegbeto**, Senior Policy Officer, Regional Office for Africa, FAO

► *Aboegnonhou Chaldia Agossou, Co-founder, Seed Services*

QUESTION: Building on your own experience, what would be your perspective of an inclusive value chain for a young female leader such as yourself?

The agricultural value chain for me refers to a set of activities involving different actors, that contributes to putting a given product on the market. These actors intervening upstream and downstream are:

- Input producers (of which I am a manager of a start-up that markets local fruit and vegetable seeds that are adapted to our environments);
- Producers (big and small);
- Processors;
- Insurers who practice in the field of agricultural insurance;
- Traders.

When we analyze the agricultural value chain, we see that women and young people are generally in the minority. Why are they marginalized and how can we further include these marginalized people in agricultural value chains? The African population is made up of mostly young people. We must therefore find strategies to integrate these actors into the value chains; help them to carry out their activities; and benefit from them.

To make agricultural value chains more inclusive, we must first think about the training of the different actors. We must strengthen their management and leadership capacities and, above all, provide financial support.

For their part, financial institutions must also put in place models adapted to the needs of small-scale producers and those of women. They have different levels of power in the market. We must thus find appropriate financing mechanisms for them. There needs to be some equity in the funding of these actors.



> ***"Financial institutions must put in place models adapted to the needs of small-scale producers and those of women."***

This is what we believe is needed to make value chains truly inclusive, for a better integration of young people and of women and for a real transformation of our agriculture in Africa.

Troels Egeskov Sorensen, Fragility and Resilience Expert, Transition Countries Coordination Office, AfDB

QUESTION: From your perspective, where are the points of fragility that we should take into account in our analysis of agricultural value chains (in order to make them more inclusive)?

In the AfDB, we acknowledge that working in transition countries is not business as usual. This implies that evaluation cannot be business as usual. The agricultural sector is strongly linked to many ►►

of the complexities that surround fragility, vulnerability and violent conflict. Hence, project design should address how these agricultural activities are linked to these fragilities.

It is important to develop fragility-sensitive project designs. From a fragility perspective, when we look at the evaluations and lessons learnt that are out there, we see that there is a bigger emphasis on how conflict affects agricultural production. What we do not see as much of is research and evaluation on how agricultural projects, when implemented, have an impact on fragility.

Certain fragility drivers link to the agricultural sector such as land rights, access to land, access to water, water usage, population growth in areas with scarcity of agricultural land, migration, and conflicts between farmers and nomadic pastoralists. We are seeing, for example, how the proliferation of modern arms is making conflicts related to agricultural activities much more violent between these groups.

Despite our knowledge of these dynamics, when we look at the assessments that we undertake in relation to agricultural production and project design, we see much less incorporation of fragility dynamics. For example, should we consider how to strengthen security arrangements according to the context of the project in the project design? Should we include more conflict mediation? Should we integrate activities to create alternative routes for the transportation of cattle? Should we integrate, to a higher degree, activities on social dialogue, social cohesion or community involvement?

It is also important to have fragility-sensitive indicators. In Africa, a continent known for the lack of statistics, there is in general a lot more data available compared to 5 years ago. However, there are not enough indicators, methodologies and approaches to map the various fragility drivers that influence the performance of agricultural value chains in Africa.



> *"We don't see as much research and evaluation on how agricultural projects, when implemented, have an impact on fragility"*

To address this gap, the AfDB is working on two tools: The first is a tool called the Country Resilience Fragility Assessment. It consists of 118 data metrics showing 91 indicators. What is innovative about this tool is that we not only analyze the pressures of fragility in each country, but we also evaluate the capacities to manage these fragilities. The second tool is a new data collection platform at the community level that measures poverty levels and vulnerability.

In order for the fragility context to be incorporated into our monitoring and evaluation, these fragility indicators need to be part of the project design. A comprehensive assessment of the agricultural value chain thus needs to include fragility dynamics. In this way, lessons can be drawn that would help to strengthen development impact.

It is also important for the practitioners who work with the agricultural sectors to work with colleagues in the Bank and experts working in fragility to make sure we include these indicators in the project design. By not being aware of the conflict associated with a project,

▶ we could in fact make things worse. Conversely, by integrating fragility activities in our agricultural projects, we could also build resilience in the country. My plea is thus that we have a stronger link between the work that is done on agricultural value chain development and fragility.

Enock Warinda, Theme Leader-Knowledge Management, Monitoring and Evaluation, The Association for Strengthening of Agricultural Research in Eastern and Central Africa (ASARECA)

QUESTION: What is your perspective on innovation for a better inclusiveness of our value chains, and on monitoring and evaluation mechanisms for better value chains?

On 27 January 2018, Moussa Faki Mahamat, Chair of the African Union Commission, and António Guterres, UN Secretary General, signed the AU-UN framework on the implementation of the Agenda 2063. This document has 6 guiding principles of the development framework. The first on the list is inclusivity. But what is inclusivity and what goes into it? The document they signed stated that inclusivity "should provide everyone with the opportunity to participate in and contribute to changing their livelyhoods for the better, with the strengthening of gender equality, womens empowerment, and harnessing the demographic dividend of the young people, as a priority". Hence for the development of agricultural value chains, embedded under inclusivity, we should pay attention to the AU-UN Framework.

Agricultural value chain development in Africa is in various stages of maturity. If we look at the whole spectrum of developmental stages of value chains- nascent, emerging, expanding and mature- we can see that in Africa, over 80% of value chains are oscillating between the nascent and emerging stages. This calls for a very clear analysis of our value chain development.



> ***"In Africa, over 80% of agricultural value chains are oscillating between the nascent and emerging stages."***

Agricultural value chain development starts from and demands the conservation of water and land. If we don't manage our land and our water, we will not go very far. How much concentration do we put on the development of these two resources? Monitoring and evaluation thus need to track the transformation and the evolution of agricultural value chains and determine whether they are inclusive, to inform decision-making. Agricultural value chains development requires value stream mapping, focusing on the sequence of activities as we design and produce the products and as we deliver them.

A second important aspect in inclusive agricultural value chain development in Africa is the fact that Information and Communications Technology (ICT) is not being adequately used in production system management, access to markets, or financial inclusion. We have been working on the use of ICT in agricultural value ▶▶

chains development. We have not done enough evaluation and shared lessons learnt from those that have used these platforms. For example, we have many e-services. In Ghana, we have ESOCO, a company providing mobile and web-based tools for data collection. In Rwanda they have developed their own version of the ESOCO platform and included it in their national agriculture development plan through a smart, learning approach. Their "ESOCO+" is going to help them improve their market price information system.

Koffi Amegbeto, Senior Policy Officer, Regional Office for Africa, Food and Agriculture Organization (FAO) on behalf of Tacko Ndiaye, Senior Gender Officer, Social Protection and Rural Institutions Division, FAO

QUESTION: What is FAO's approach towards promoting inclusive agricultural value chains?

Gender inclusiveness is important in improving agricultural value chains in Africa, largely because about 50% of women in sub-Saharan Africa work in the agricultural sector. Women also make critical contributions to food transport and shipping as well as in the production, processing, distribution, and consumption of food. Empowering women, particularly women in rural areas, can increase productivity, reduce hunger and nutrition and signifcantly improve livelihoods.

However, women face with several constraints in working in agriculture and food systems. FAO's approach has been to empower women in the agriculture sector. To address gender inequality in agricultural value chains, a key policy approach has been to enforce legislations, for example those that guard against discrimination, harassment, wage inequalities, as well as enforce ethical standards and codes of conduct.



"Gender inclusiveness is important in improving agricultural value chains in Africa. About 50% of women in sub-Saharan Africa work in the agricultural sector."

FAO has produced a conceptual framework and implementation guidelines to support practitioners and decision makers who are planning and implementing value chain interventions. This framework has two key dimensions: the first is to promote women's access to productive resources, services, technologies, markets and information; the second is to promote access to capabilities - in terms of skills [training], power in decision making, and self-confidence. The Framework highlights the roles that women and men can play in different nodes of the value chain. It identifies the constraints that prevent them from benefiting from their work, and helps provide them with the skills and opportunities to unleash their full potential.

QUESTION: What can a partner like the AfDB or FAO do to ensure that governments renew their commitment to the global agribusiness development agenda and invest 10% of their budget in agriculture?

We have to avoid preoccupying ourselves with only the 10% target of GDP in investment in agriculture for food

► security. Although it has been adopted by the Heads of State, the 10% GDP share is just an indicative figure. A country may allocate 5% of its national budget to agriculture and achieve its food security goals, while another country may invest 15% and not achieve the goals it has set in the Maputo Declaration.[4] eVALU



4 At the Second Ordinary Assembly of the African Union in July 2003 in Maputo, African Heads of State and Government endorsed the "Maputo Declaration on Agriculture and Food Security in Africa" (Assembly/AU/Decl. 7(II)). The Declaration contained several important decisions regarding agriculture.



Reviewing the script: Consultation session on the OECD-DAC evaluation criteria

Day 1 Wednesday 5 September 2018

Moderator: Adeline Sibanda, Chairperson, African Evaluation Association (AfrEA)

Speakers:

- **Per Øyvind Bastoe,** Director, Norad Evaluation Department and Chairperson, OECD/DAC Evaluation Network
- **Caroline Heider,** Director General and Senior Vice President, Independent Evaluation Group, World Bank Group

On the opening day of Evaluation Week 2018, a discussion session was held for AfDB and local evaluators on the OECD/DAC evaluation criteria, as part of an ongoing worldwide consultation on the need to adapt the criteria to the new development context and landscape. ▸▸

The OECD/DAC criteria are a set of five criteria for evaluators to consider when evaluating development programs and projects. The criteria have been a strong foundation for international development evaluation since 1991. They have been the most prominent and widely adopted criteria used by most bilateral and multilateral donor agencies, including by IDEV, as well as international nongovernmental organizations.

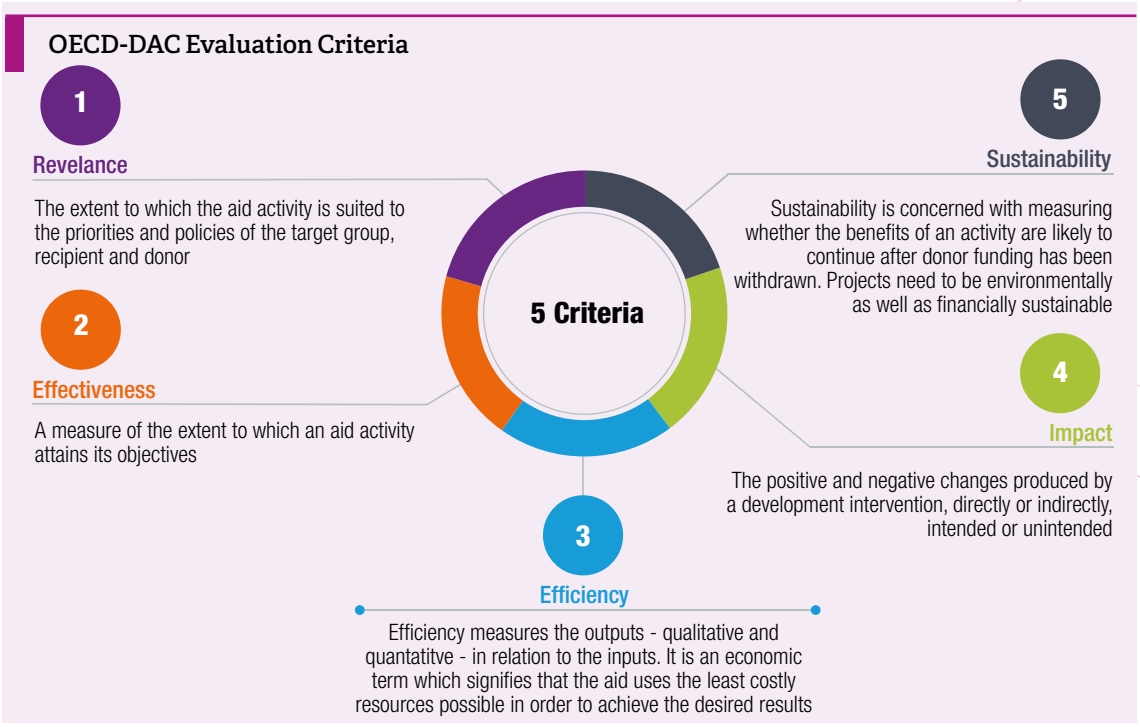
"Evaluation is more than a discipline. It is an important tool for learning and accountability that reinforces our efforts to achieve development goals," said Adeline Sibanda, President of the African Evaluation Association (AfrEA).

After so many years of use, the DAC Evaluation Network is now examining whether, and if so, how the evaluation criteria should be adapted to the new development landscape and the 2030 Sustainable Development Goals (SDGs) Agenda. To facilitate the review of the criteria, a broad stakeholder consultation is taking place through blogs, surveys, workshops and conferences around the world. On the basis of the views expressed, the EvalNet Secretariat will develop a proposal for discussion at the next EvalNet meeting in February 2019.

The purpose of the session during Evaluation Week 2018 was to hear the views of African evaluators and evaluation stakeholders on the evaluation criteria, answering the following questions: Should we review, modify, or adapt the criteria? Or rather adapt the way we use them? How to better take into account the specific development context of African countries in the evaluation of policies and programs?

Participants agreed that the criteria are still relevant, but need to be reviewed and updated in light of the SDGs. They also questioned whether the criteria adequately take into account the specific development context of African countries, in view of the broader debate on how evaluators and evaluation can contribute to achieving the SDGs.

Some of the views shared on specific criteria include:



- **Relevance**: Many of the projects evaluated score "satisfactory" in terms of relevance. Participants observed a lack of objectivity or harmonized approach with regard to this criterion in the evaluations being carried out. Furthermore, participants noted that "relevance" has typically been defined in terms of programs but not in terms of the relevance to the beneficiaries of the project or initiative.

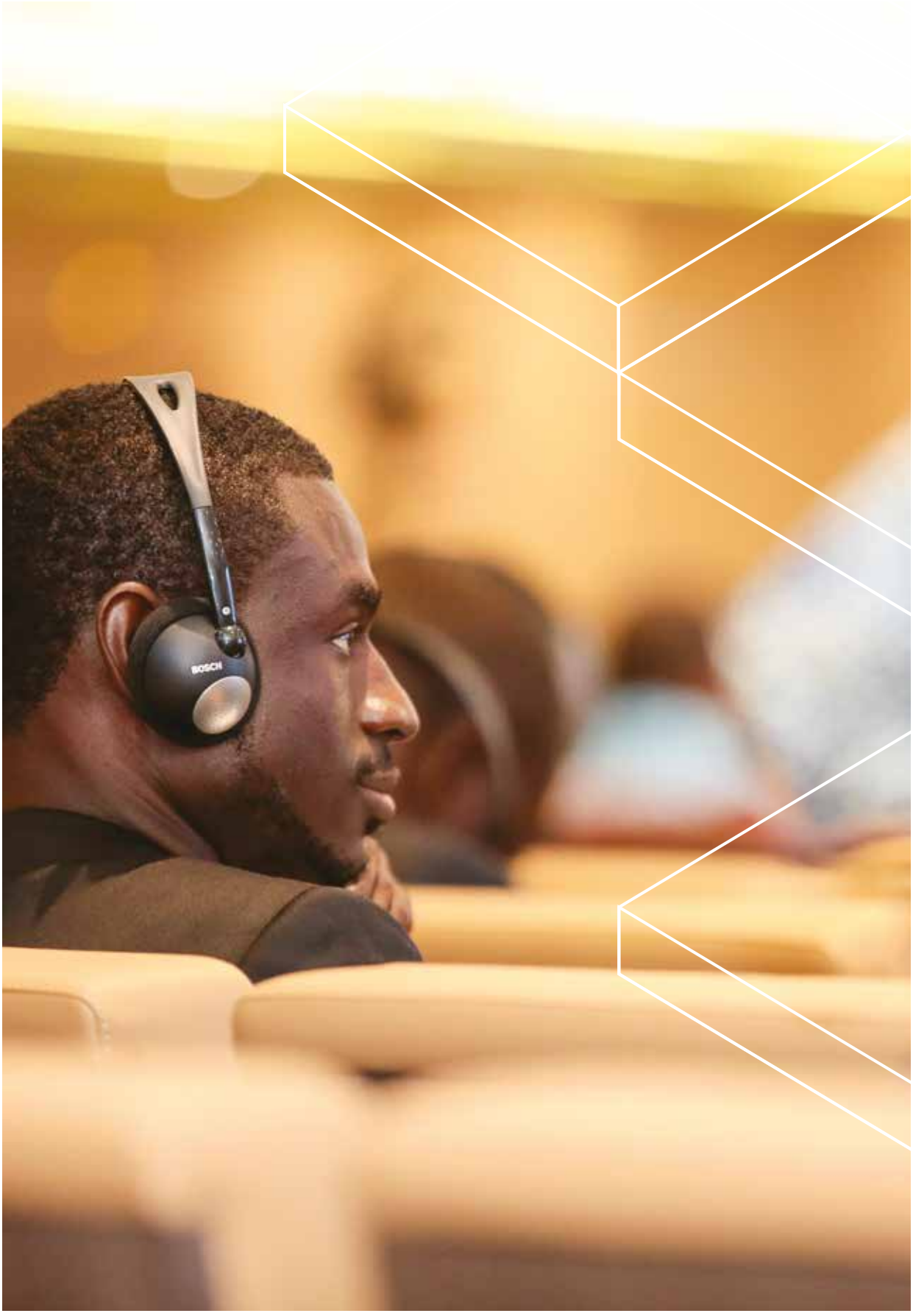
Impact: Some confusion is sometimes made between measuring impact in evaluation and conducting an impact assessment. Respondents noted the need to clarify the distinction.

Participants also agreed that the five criteria were effective; however, they suggested that evaluators must prioritize a pragmatic and contextualized approach to evaluation. Discussions focused on the need for a common understanding of how evaluations are conducted; how evaluation criteria can be adapted to the different types of evaluation; and what should change or be clarified in the evaluation criteria. In addition, the question of attributing results to a particular intervention and taking into account unexpected results is a methodological challenge which should be addressed during the revision of the criteria. The same is true of integration and taking into account cross-cutting issues such as gender and climate.



> ***"Although there is no exact answer, we can retain that two main questions resonate at the back of the mind of each evaluator who has been using these criteria: How do we know that we are successful and how do we get there [to success]?"***
>
> *Caroline Heider, Director General and Senior Vice President, Independent Evaluation Group, World Bank Group*

In addition to reviewing the existing set of criteria, participants argued for the inclusion of other criteria in evaluations, such as partnerships and human rights considerations. eVALU


BOSCH

Thematic Session III - Partnerships for impact in Africa

Day 3 Friday 7 September 2018

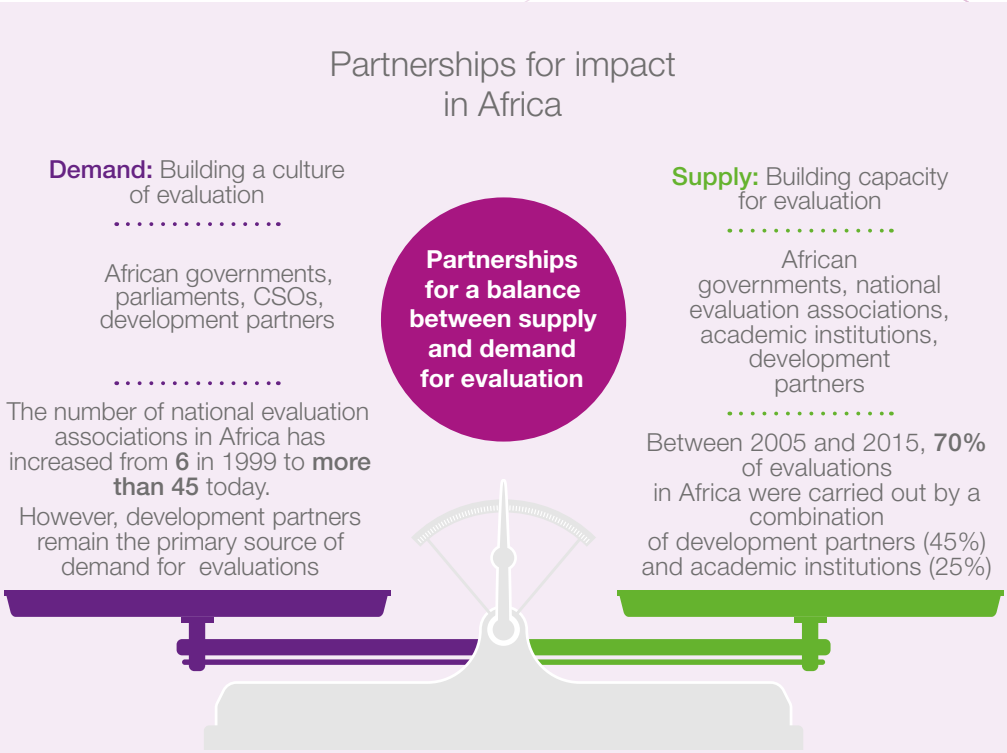


Moderator: Catherine Cudré-Mauroux, Executive Director, AfDB.
Keynote: Partnerships to advance supply, demand and use of evaluations - **Michele Tarsilla**, Regional Evaluation Adviser, UNICEF
Panel:

- **Abdoulaye Gounou**, Head of Office, Public Policy Evaluation and Analysis of Government Actions, Presidency, Republic of Benin / Chairperson, Twende Mbele initiative
- **Abbas Imbassou Ouattara**, Member of Parliament of Côte d'Ivoire and Executive Committee member, African Parliamentarians' Network on Development Evaluation
- **Adeline Sibanda**, Chairperson, African Evaluation Association and International Organization for Cooperation in Evaluation
- **Laila Smith**, Director, Center for Learning on Evaluation and Results (CLEAR) Anglophone Africa

Governments, parliaments, and civil society across the continent, supported by development partners, academia and centers of expertise, have in recent years made efforts to strengthen both the supply of and the demand for evaluation. In these efforts, they have found that partnering with others enables them to achieve more.

Thus, we see partnerships such as *Twende Mbele* (between the governments of Benin, Uganda and South Africa) and the African Parliamentarians' Network on Development Evaluation (APNODE) emerging, expanding and growing stronger. This final session of Evaluation Week 2018 explored how partnerships can help build the supply of high-quality evaluations on the continent; stimulate demand for evaluations; encourage learning from evaluations; and promote use of evaluation in policy- and decision-making. ▸▸



▸ Keynote address: Partnerships to advance supply, demand and use of evaluations

Michele Tarsilla,
Regional Evaluation Adviser, UNICEF

Applying the economic concepts of supply and demand to the field of evaluation is attractive conceptually, but it also has its drawbacks. Firstly, evaluation of development is primarily about people, and the effects that development programs have on them. It is also about politics and about relationships. These do not always fit neatly into the binary paradigm. When we talk about supply and demand for evaluation, we need to embrace the messy reality in which we work.

Secondly, in the shift from conceptual to operational, a lot of donors and organizations have decided to focus on one or the other side of the equation. This has led to a fragmentation of the



> ***"It is important to remember that partnerships are not ends in themselves; they are a tool to promote a greater good."***

evaluation arena in which we operate and in which we want to establish partnerships. Finally, the supply-demand analogy focuses on the quantity of evaluation more than on the quality of its supply or demand. We have seen that the number of partnerships that have been established haven't always guaranteed that what came out of them was a) of good quality and b) useful. These are things to bear in mind as we explore new evaluation partnerships. ▸▸

Partnerships can help organizations achieve more together than they could on their own. To ensure a successful and sustainable partnership, potential partners should ask themselves three questions: why do we want to engage, with whom do we want to engage, and how do we want to engage? Before we ask whom we want to engage with, we should ask why we are partnering in the first place. In development, we often start with figuring out the activities, and put the objectives and the results and the goals at the very end. In the literature this has been coined as "partnership-itis", creating partnerships just for the sake of doing them as it's what you are supposed to be doing.

The first question is "why engage?" What is the purpose of the partnership and where are the added values? Once the question of the purpose and values is answered, we can then ask ourselves: "with whom do we want to partner?" We need to understand the evaluation ecosystem and who the actors are. There are actors who carry out evaluations, those that ask for evaluations, and those who use evaluations. We also have the donor community.

Once we map the potential actors, then we need to decide whom to partner with. In deciding who, mixing traditional and non-traditional partners (eg. local foundations, private sector) is good for successful partnerships. We need start working a little bit more with those people that do results-based management, those that do audits. Partnerships should also be across sectors.

The last question is: how to engage? There are many levels or types of partnership, from national to global partnerships. It is very hard to launch yourself into partnership building if you don't know how many different types there are. Furthermore, partnership is not just a collaboration, or a network or an alliance, there are even more definitions of what partnership constitutes.

There are some key principles for good partnerships:

- A shared vision. Are our values the same or complementary?
- A sense of mutual trust in the relationship
- A theory of change behind the partnership. Do we know where we are going?
- Flexibility in the partnership and the ability to compromise. Partnerships are not static constructs but are going through continuous evolution.
- Good communication

It is also important to know the risks involved in partnerships. One of the risks is personalization, where we identify a champion for a specific partnership. If that person leaves the organization then it weakens the partnership. Also, the shared values and objectives of partnerships can result in a flattening of discourse between partners, whereby there is no dialogue or disagreement on ideas or priorities. Another risk is creating partnerships that do not affect the target audience or beneficiaries. Finally, it is important to remember that partnerships are not an end; they are a tool to promote a greater good.

▸ Views from the Panel:

Laila Smith,
Director, Center for Learning on Evaluation and Results (CLEAR) Anglophone Africa

QUESTION: Thinking about the need to build capacities in evaluation, to create an enabling environment for evaluation, as well as to ensure that evaluation is not just used for accountability but also for learning, what has your experience been at CLEAR?

I think it is important to understand where CLEAR came from. It is very much a result of the realization that the donor community had been largely responsible for driving and shaping the evaluation practice, particularly in developing countries.

We focused on 4 key high-level objectives: i) building African scholarship on the Evaluation Capacity Development practice, ii) championing the creation of M&E infrastructure through advocacy and technical assistance, iii) creating a culture for evidence based decision making, and iv) fostering knowledge networks for sharing good practices.

On the demand-side we worked with national evaluation systems, with governments and parliamentarians. On the supply side we focused on universities as an important constituency with which to build post graduate degrees. This would allow for a more substantive learning engagement for the tools surrounding M&E.

Together with Twende Mbele and in consultation with AfrEA, we have looked at a collaborative curriculum, working with 23 universities across 11 countries, to find out what the core skill needs are for the continent. This allowed universities to take this consensus as a basis to tailor their own courses.



> ***"Whether you have a national evaluation strategy or stepping stone, we all agree we should start where we can, but getting a national evaluation policy endorsed by the cabinet is a game-changer."***

We really feel the value of trying to strengthen our networks. APNODE for example, is such an incredibly important network on the continent for providing the space for convening parliamentarians to talk about programs of work. Similarly, we gain tremendous legitimacy in filtering some of our thinking, which is at a regional level, through AfrEA, tapping into its insights into the different characteristics across the continent and really giving us the sense of are we on the right track or not.

Our partner Twende Mbele has been absolutely instrumental in strengthening national evaluation systems and in opening the doors politically. Partnerships are very much value flows that go two ways. It is important to understand if what you are putting into a partnership is worth what you are getting out of it. It is not about money, it's sometimes about influence, it's sometimes about supporting the creation of an enabling environment at the ecosystem level, which takes years and years. ▸▸

Adeline Sibanda,
Chairperson, African Evaluation Association and International Organization for Cooperation in Evaluation (AfrEA)

QUESTION: How has AfrEA contributed to the current evaluation momentum and the sharing of information? What examples of best practices in Africa have you used to encourage evaluations and partnerships in evaluation?

AfrEA is an umbrella of associations, formed in 1999 to establish a culture of evaluation in Africa. So that is the why. Our first level of partnerships is with national evaluation associations. When AfrEA started there were only 6 evaluation associations on the continent. We now have over 45.

We realized that as AfrEA we cannot implement at the national level. We needed to ensure that we strengthened the institutional capacity of our national evaluation associations. This is work in progress.

We need strengthened institutions because one of the roles the national evaluation associations play is to ensure and encourage governments to engage in evaluation, to commission evaluations, to use evaluations and develop a national evaluation system.

Through our national evaluation associations, we have encouraged partnerships within countries where governments, parliamentarians, national evaluation associations, civil society and the private sector come together to support the building of a national evaluation system. Has it always worked? No. For example, our Ghana Monitoring and Evaluation Association has been advocating for a national evaluation policy for the past 10 years. It's only recently, through their partnership with Twende Mbele, that they have come together to start the process of developing a national evaluation policy.



> ***"There is a difference in the way we need to look at how evaluation is done in Africa in terms of the context, culture, norms, and the standards"***

One of the key areas we have been looking at is the supply of evaluators on the continent. We often hear that there is a lot of demand for evaluation. As I engage with different development partners I'm told that the reason we bring in evaluators from outside Africa is because there is no capacity in Africa. That is something at the core of our interventions at AfrEA; we want to develop the evaluation capacity in Africa, to ensure that more African evaluators are used to evaluate different programs within Africa.

We have partnered with different organizations to build capacity in evaluation. With CLEAR we have been working together to examine how capacity could be built. There is a difference in the way we need to look at how evaluation is done in Africa in terms of the context, culture, norms, and the standards. That is something that CLEAR has incorporated within its program.

We have partnered with the Association of African Universities, to give courses on evaluation. For example we've partnered with USAID for online evaluation training. The aim here has been to build evaluation capacity on the continent.

▶ One of the things we worry about, is that we have become a bit of a playground where people just experiment with different training courses and we have to look at the quality of the courses that are run on the continent. We need to be in agreement, what is it that we are looking for in Africa? How different is this going to be from what is offered elsewhere?

Perspectives: Evaluation in the Executive and Legislative Branches





> ***"Institutionalized evaluation goes beyond the monitoring of government actions."***
>
> *Abbas Imbassou Ouattara, Member of Parliament of Côte d'Ivoire and Executive Committee member, African Parliamentarians' Network on Development Evaluation*

> ***"We asked ourselves: What is working well in Uganda or South Africa in terms of evaluation? What have we done better in Benin than South Africa or Uganda?"***
>
> *Abdoulaye Gounou, Head of Office, Public Policy Evaluation and Analysis of Government Actions, Presidency, Republic of Benin/Chairperson, Twende Mbele initiative*

QUESTION (Cudré-Mauroux): How are evaluations addressed in the Ivorian Parliament? Do you discuss and use evaluations? Is there a demand for evaluations? How do you refer to evaluation results in your decision making?

Abbas Imbassou Ouattara:

Any public action by us members of parliament must lead to an improvement in the quality of life of the Ivorian citizen. We in the Ivorian parliament recognized the need to institutionalize evaluation in our country. That is why we have included it in our Constitution.

However, exactly how this is done, is not obvious. Institutionalized evaluation goes beyond monitoring government actions and holding the government to account.

We also see the need for parliaments to have partners. In Côte d'Ivoire, APNODE has worked a lot in partnership with the AfDB, USAID, UNICEF, UNDP, and UN Women. Partnerships help us to strengthen our capacity to play our legislative and oversight roles. That is why the APNODE Executive Committee is made up of not only parliamentarians but also our partners.

However, having the partner, having the funding, having the outside expertise is not enough. We must instill the notion that the legislative function is a calling. We in parliament must respect the people who give us a mandate to represent them in the National Assembly. For us it is therefore necessary to work with the civil society, with academia to make sure that we effectively work on behalf of our constituents. ▶▶

QUESTION (Cudré-Mauroux): Hon. Imbassou has just told us that the legislature needs evaluation; it needs to base its decision-making on evaluations. I would like to hear how the executive is working in this environment. What are your experiences, your realities in an Office of the President? How have you launched this initiative, Twende Mbele? What is it that this initiative has brought you more?

Abdoulaye Gounou:

In Benin we wanted to institutionalize evaluation, initially at the ministerial level. Subsequently, it was necessary to turn the ministerial priority into a government priority and to integrate the evaluation process in all government departments.

Much later, we realized that the need for accountability to citizens implies more than just government. It is public decision-makers who are concerned with accountability, starting with the parliamentarians who can be sanctioned (by the voters) overnight.

Thus, today evaluation is a national priority. When we talk about national evaluation policy it is not just conceptual, there is an institutional framework of evaluation. This framework organizes the actors at the national level, defines the role of each one, defines the reporting mechanism, and describes how to collect information in conducting evaluation.

When you want to go fast you can go alone, but if you want to go far you have to go together. We understood this in Benin at the national level and we understood it in Twende Mbele at the continental level.

We did not go alone. At the national level we have built a partnership between ourselves first as a government, including all ministries. Secondly we built partnerships with local governments. We also had to build partnerships with other partners, donors, civil society and parliamentarians to build our national system.

Another partnership that Benin is involved in is WACIE (West African Capacity Building in Impact Evaluation), a program that involves the eight countries of the West African Economic and Monetary Union. In each of these countries, we have a focal point located within the Ministry in charge of monitoring and evaluation. We have a regional secretariat based in Cotonou with the support of 3IE, which promotes impact assessments in our countries. This partnership also helps us to strengthen our capacity to conduct and use evaluations for decision-making.

Abbas Imbassou Ouattara:

We are currently engaged in all the activities undertaken by the Ivorian M&E network (RISE) and the Ivorian Initiative for Evaluation (2IEVAL).

Seeing the extent of the work we need to do, we do have to put our efforts together and to learn from each other to be able to meet various challenges. Choosing to go individually would not be effective.

We support peer learning initiatives like Twende Mbele, which is great, so let's go together to be more effective!

▶ **Audience question (Yasmina Coulibaly, Law student, Côte d'Ivoire) Is civil society involved in the decision-making process of the evaluation policies? Because it should be an inclusive process.**

Abdoulaye Gounou:

Civil society is instrumental in building up competence at the level of public policy evaluations. In the institutionalized evaluation process in Benin there is an instrument called the National Evaluation Council. Civil society actors sit on this council together with political, academic and administrative representatives. This council validates the evaluation work program and the evaluations reports.

Abbas Imbassou Ouattara:

Each country has its own national development plan. This is the main compass helping to ensure the parliamentary oversight.

Many people believe that we parliamentarians don't talk to them. However we welcome people approaching us for information and to understand how we are working. We are very happy when civil society says "the parliament should contribute to help public policies to meet people's needs." Parliamentarians and civil society, we are partners. We are facing the government together, holding it accountable for its policies and actions. eVALU

Monitoring, Evaluation and the Sustainable Development Goals (SDGs) - IDEV partakes in regional conference on evaluation for the SDGs

From 12 to 13 June 2018, IDEV joined regional associations, national monitoring and evaluation champions, and development institutions from across Africa, as well as representatives from 14 countries, in Kigali, Rwanda to deliberate on the capacity imperatives needed to track and evaluate progress in implementing the SDGs at country level.

Kobena Hanson, Principal Evaluation Capacity Development Officer, represented IDEV and delivered a presentation on its work to support and promote evaluation capacity development across the continent. The presentation highlighted IDEV's work in enhancing and advancing the use of M&E evidence and promoting an evaluative culture and good governance on the continent via initiatives such as Strengthening National Evaluation Systems (SNES), the African Parliamentarians' Network on Development Evaluation (APNODE) and Twende Mbele, as well as its collaborations with the Centre for Learning on Evaluation and Results for Anglophone Africa (CLEAR-AA), RFE, UN-Women, and EvalPartners.

Find out more:

- Web story: Monitoring, Evaluation and the Sustainable Development Goals (SDGs) - IDEV partakes in regional conference on evaluation for the SDGs
- About APNODE
- CLEAR-AA Website



APNODE holds its 4th Annual General Meeting and contributes to EvalColombo 2018

The African Parliamentarians' Network on Development Evaluation (APNODE) held its 4th Annual General Meeting (AGM) in Libreville, Republic of Gabon, from 8-10 August 2018. Victorien Alouba, 4th Vice-President of the Senate of Gabon opened the AGM and emphasized the importance of evaluation as a powerful tool to improve the effectiveness of public policies and programs. Hosted by the Parliament of Gabon, the event attracted over 60 delegates from 18 countries. The AGM, in line with its commitment to capacity development, invited the Regional Centers for Learning on Evaluation and Results (CLEAR-AA) and UN-Women to deliver a half-day training session to all participants on the topic: The Role of Evaluation in Oversight with Gender as a Cross-cutting Theme.

On 17-19 September, a four-member delegation from APNODE was among the more than 40 African participants at the Global Parliamentarians Forum for Evaluation (GPFE) EvalColombo2018 in Colombo, Sri Lanka. In addition to key contributions throughout the event, at the closing ceremony, APNODE was thrust center stage during a panel on the 'importance of evaluation' where delegate Hon. Mpagi-Kaabule highlighted the centrality of evaluation in Africa parliaments. In her remarks, Hon. Mpagi-Kaabule emphasized the significant role APNODE has, and continues to play, on the African continent in the drive to convince parliamentarians to utilize as well as demand evaluation and evaluative evidence to inform decision- and policy-making.

Find out more:

- Press Release: APNODE holds its 4th Annual General Meeting in Libreville, Gabon
- Web story: APNODE contributes to EvalColombo 2018
- About APNODE



Capitalization Workshop on Evaluations of the Bank's Program Based Operations (PBOs)

On Wednesday 26th September 2018, a Capitalization Workshop was held at the AfDB in Abidjan, to share the results of the two project cluster evaluations with Bank staff who design and implement Program Based Operations (PBOs). The aim of the workshop was to give staff the opportunity to discuss the results of the evaluations, which focus on the use of PBOs in the energy sector and for strengthening the private sector environment, paying particular attention to the lessons learned and agreeing on the key actions for the Bank going forward.

PBOs, formerly known as "policy based operations" and popularly known as budget support, are financing instruments used by the AfDB to provide funds directly to a country's treasury to support the national budget. The PBO modalities that are used by the Bank include General Budget Support, Sector Budget Support, and Crisis Response Budget Support. From 2012, when the Bank's PBO Policy was approved, to 2017, it has deployed PBOs worth UA 7.2 billion (USD 10.2 billion).

Find out more:

Web story: Capitalization Workshop on Evaluations of the Bank's Program Based Operations (PBOs)

Independent Evaluation of AfDB's Program Based Operations (2012-2017)



IDEV Participates in Evidence 2018 Conference

On 25-28 September, the Africa Evidence Network (AEN) organized a conference on the use of evidence in decision-making in Africa in Pretoria, South Africa. IDEV's Acting Evaluator General Karen Rot-Münstermann was there and made a presentation on how evidence is used in the AfDB decision making cycle, looking at evidence enablers and key decision points.

The biennial Evidence Conferences are some of the biggest platforms for evidence-informed decision making in Africa, gathering researchers, evaluators, NGOs, and policy- and decision-makers. The 2018 conference program focused on four areas of priority in Africa: quality education, communicable diseases, climate resilience, and good governance.

Find out more:

Website: Evidence 2018



IDEV Annual Report 2017

This IDEV Annual Report focuses on its work in 2017, particularly the key messages and recommendations from IDEV 2017 evaluations, and how this work helps the Bank to improve its operational and institutional effectiveness. The theme, "Getting to Results," reflects IDEV's commitment to strengthen the institution's evaluative learning through knowledge that is timely, useful, and adapted to the Bank's development agenda, in order to achieve greater development results.

Find out more:

Annual Report 2017

Video: Annual Report 2017



Independent Evaluation of the Congo Basin Forest Fund

IDEV has undertaken an evaluation of the Congo Basin Forest Fund (CBFF), a ten-year program established in 2008. The CBFF aims at alleviating poverty and mitigating climate change by reducing the rate of deforestation in the Congo Basin through the efficient management of its forest resources.

The main purpose of this independent evaluation of the CBFF is threefold: (i) to provide learning from the Fund's implementation – what worked and what did not work, and why?; (ii) to inform decisions of the donors, CBFF Governing Council and AfDB Board of Directors on the way forward for the CBFF; and (iii) to ensure accountability for CBFF investments in several key results areas towards donors, the AfDB Board, and the Central Africa Forest Commission (COMIFAC).

Recommendations:

The evaluation recommends that the CBFF and its Governing Council should ensure a full and considered completion phase for the fund, and that the secretariat should invest in capturing and capitalizing on all lessons learned from the CBFF's innovations and achievements. Furthermore, it recommends that, should the fund continue or if the African Development Bank uses a similar trust fund model, it should:

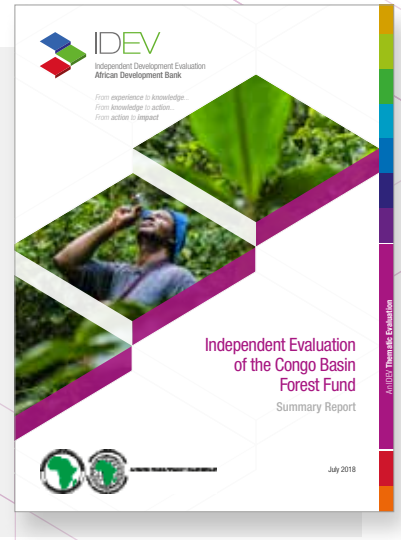
- Analyze how the political and international environment has changed from 2008 to 2018;
- Increase AfDB ownership and governance of the trust fund;

- Coordinate with national agendas related to the United Nations Collaborative Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD+), climate resilience and sustainable forest and landscape management;
- Tailor operations and procedures;
- Improve communications; and
- Improve performance measurement and reporting.

Find out more:

Full Report

Report Brief



Mid-Term Evaluation of Guinea Bissau Country Strategy and Program 2015-2019

IDEV has conducted its first ever mid-term evaluation, that of the AfDB's Country Strategy and Program in Guinea-Bissau for the period 2015–2019. Implemented in a context of fragility, the Strategy aims to contribute to national stability and economic recovery through two pillars: strengthening the foundations of the State and building infrastructure that promotes inclusive development.

The main objective of the mid-term evaluation was to assess the performance of the first phase of the Strategy (2015-2017) and to seek lessons that could inform both the implementation of the second phase as well as the preparation of the next Country Strategy Paper. In the period 2015-2017, the Bank approved and implemented 10 operations that were worth over USD 60 million.

Recommendations

The evaluation draws a number of strategic and operational lessons, and recommends that the Bank should:

- Adapt its assistance to the particular context of Guinea-Bissau, including adapting the Bank's processes such as procurement and disbursement to the country's needs, and increasing the resources and the attention paid to the country;
- Show proof of innovation in the next CSP by adopting a program-based approach;
- Improve the quality of its portfolio in Guinea-Bissau;
- Develop a results-based approach for capacity development in the country;
- Increase its overall presence in the country;
- Mainstream gender in project design.

Find out more:

Full Report

Executive Summary



Have you checked out the AfDB Evaluation Results Database (EVRD)?

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The EVRD is maintained by Independent Development Evaluation (IDEV).

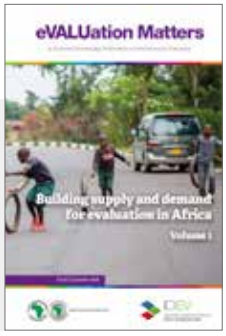
IDEV
Independent Development Evaluation
African Development Bank



Second Quarter 2018: *Building supply and demand for evaluation in Africa (Volume 2)*

Supply and demand is perhaps one of the most fundamental concepts of economics and serves as the backbone of a market economy. This concept is easily transferable to the governance of countries and institutions where the practice of monitoring and evaluation (M&E) serves as one of the most important tools for accountability, lesson learning and results orientation. The supply and demand of evaluation actors, institutions, systems and processes in Africa is critical for the improvement in good governance and achievement of development results.

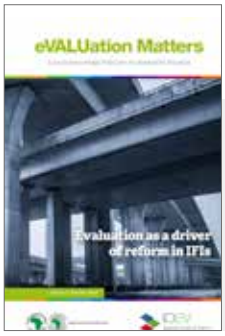
http://idev.afdb.org/en/document/building-supply-and-demand-evaluation-africa-vol-2



First Quarter 2018: *Building supply and demand for evaluation in Africa (Volume 1)*

Evaluation plays a critical role in the effective implementation of good governance structures in Africa, in promoting accountability, learning, development effectiveness, and sustained and rapid economic growth. Yet the supply of and demand for evaluation is still relatively low in most African countries. In this edition of Evaluation Matters, we look at the issues that need to be addressed in building the supply and demand of evaluation in the continent.

http://idev.afdb.org/en/document/building-supply-and-demand-evaluation-vol-1



Fourth Quarter 2017: *Evaluation as a driver of reform in IFIs*

What is the added value of independent evaluation focused not on projects and programs but on organizations themselves? Does it help organizations deliver more and better? Does evaluation evidence have any impact on the way development organizations are managing themselves? In this edition of Evaluation Matters, find the answers to all these questions and many more.

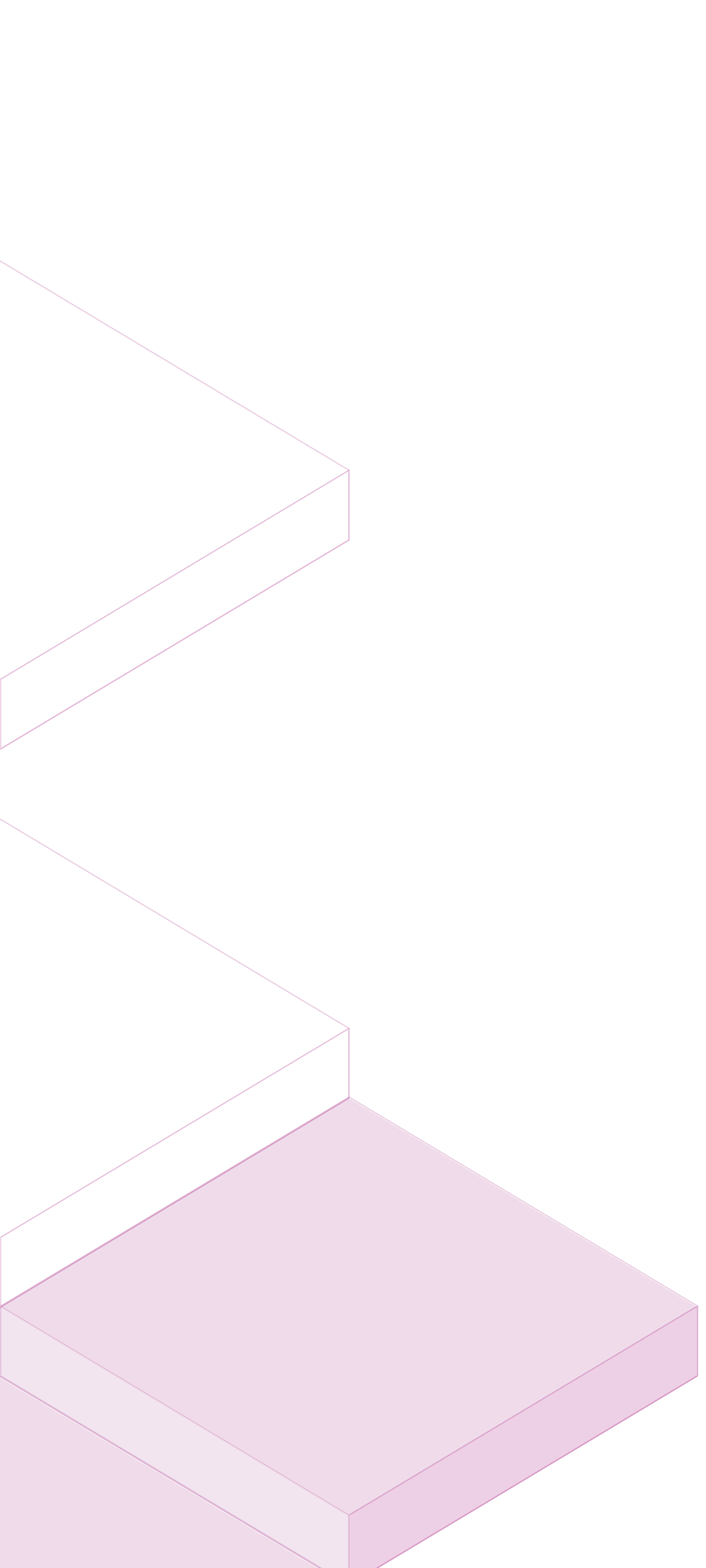
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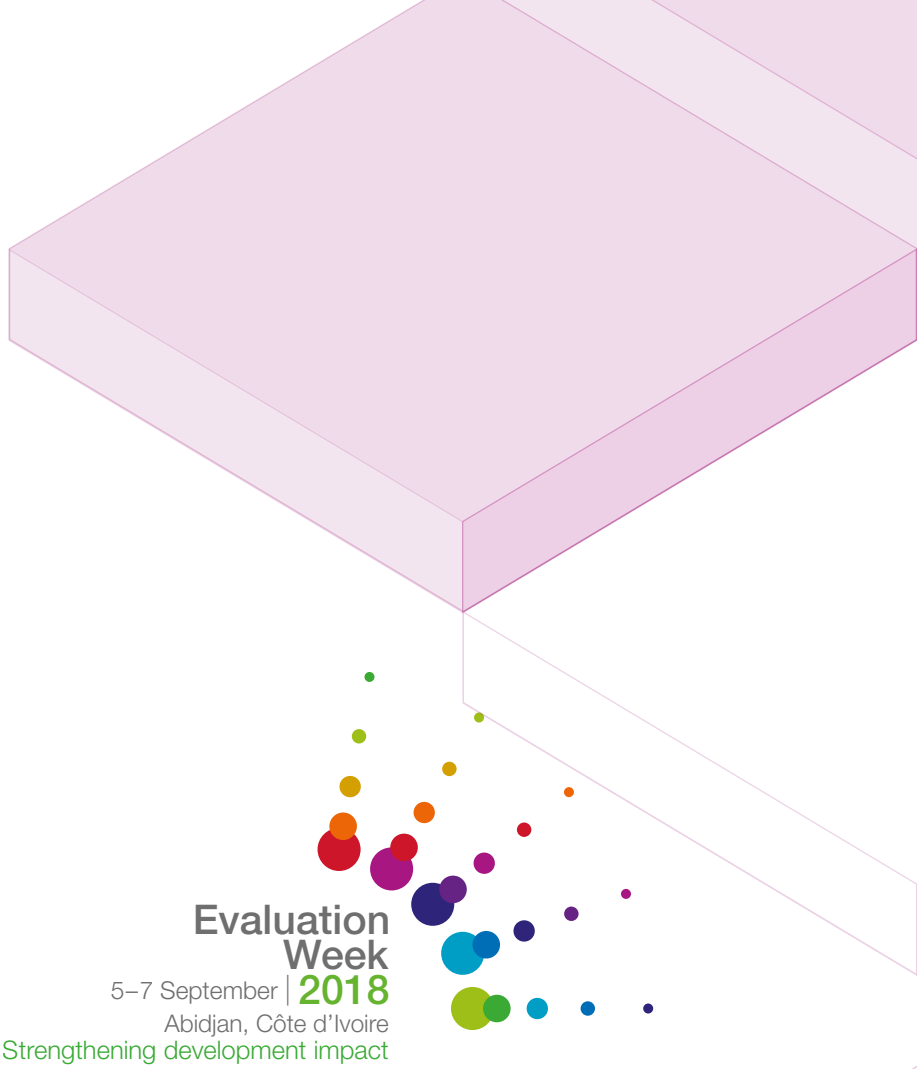


Third Quarter 2017: *Evaluation in the era of the SDGs*

This issue of Evaluation Matters is dedicated to evaluating the Sustainable Development Goals (SDGs). It discusses the consequences of the paradigm shift from the MDGs to the SDGs and what the world of evaluation should do differently in this new era. Evaluation is acknowledged in Agenda 2030 as crucial to the follow-up and review processes for SDG progress, and evaluators can, and should, make a real difference to SDG achievements by helping point in the right direction for investment efforts.

http://idev.afdb.org/en/document/evaluation-era-sdgs





Evaluation Week

5–7 September | 2018

Abidjan, Côte d'Ivoire

Strengthening development impact

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