IDEV
Independent Development Evaluation
Évaluation indépendante du développement

AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE DE DÉVELOPPEMENT

What the CEDR is

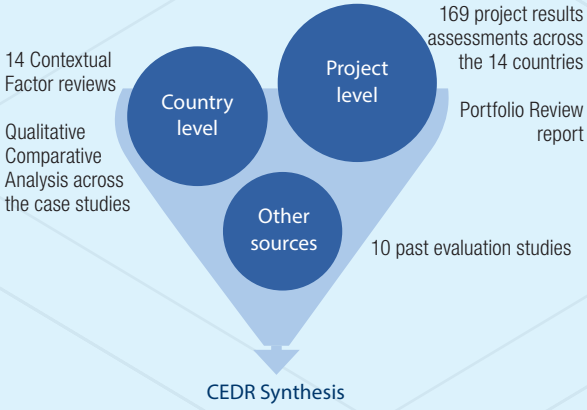
The **Comprehensive Evaluation of the Development Results** (CEDR) of the African Development Bank Group (the Bank) was undertaken to provide an independent, credible and evidence-based assessment of development results achieved by the Bank. In addition to contributing to

accountability

it identifies lessons and makes **recommendations to strengthen development outcomes** and aims **to inform the implementation** of the Bank's new strategic priorities.



The process



What the CEDR examined

14 Sample countries



Bank lending to the 14 countries was

$23.3 billion

which was close to 60% of approvals during 2004-2013

2004 — 2013

Key findings

The Bank delivered
RESULTS

but not to its full potential due to weak design and supervision



Achievement of Outcomes



Sustainability of results

The Bank's ambitious reform agenda has set it in the

RIGHT DIRECTION



However, the agenda is still to yield its full results.

Strong relationships and trust



were a great asset for the Bank.

The Bank found niches where the right mix of dialogue, knowledge and lending led to good outcomes.



Likelihood of achieving benefits

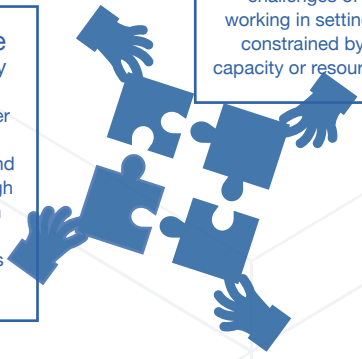
What worked?

Country presence helped **performance …**

Dialogue favored the engagement of the Bank in well-coordinated, **sustainable partnerships** and initiatives to leverage additional development resources

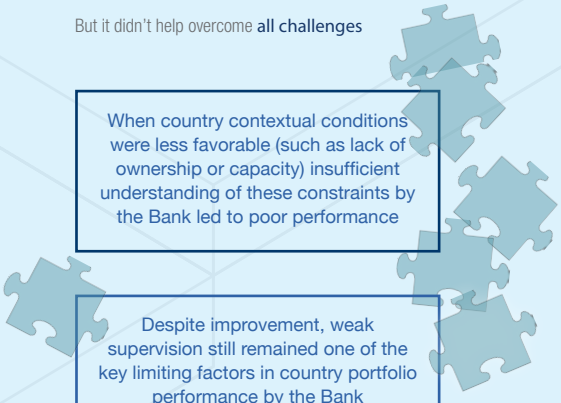
Longstanding relationships facilitated the Bank's work in **fragile situations** despite the challenges of working in settings constrained by capacity or resources

Presence in a country enabled the Bank to better understand constraints and needs, through consultation with stakeholders



And what did not?

But it didn't help overcome **all challenges**



When country contextual conditions were less favorable (such as lack of ownership or capacity) insufficient understanding of these constraints by the Bank led to poor performance

Despite improvement, weak supervision still remained one of the key limiting factors in country portfolio performance by the Bank

Capacity constraints and risk-averse behavior at country level limited the effectiveness of the Bank's presence

Broader challenges to be tackled

Clarify the strategic role of the Bank and actively pursue contextual partnerships

Enhance the flexibility of corporate procedures to allow for nimble response to needs

Deepen the understanding of constraints, and frame strategies and programs accordingly

Strengthen the **performance** and **accountability frameworks** and processes

