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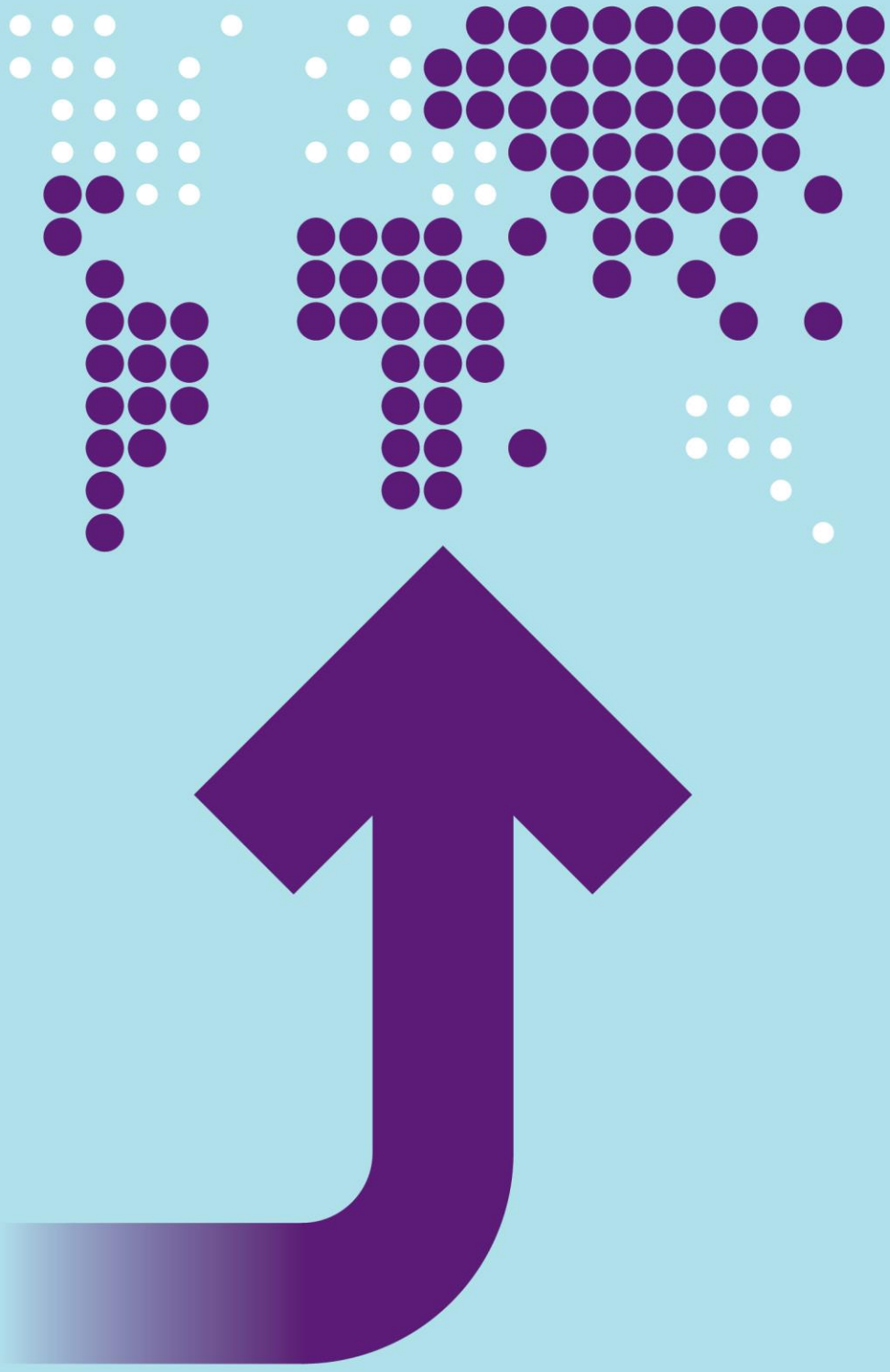
AFRICAN DEVELOPMENT BANK

Evaluation of the Middle-Income Countries Technical Assistance Fund (MIC TAF)

Independent Development Evaluation (IDEV)

Inception Report

Centennial Group International



CENTENNIAL GROUP INTERNATIONAL
policy and strategic advisors

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Acronyms

ADB	-	African Development Bank
ADF	-	African Development Fund
AfDB	-	African Development Bank Group
CODE	-	Committee on Operations and Development Effectiveness
CSP	-	Country Strategy Paper
DAC	-	Development Assistance Committee
ECG	-	Evaluation Cooperation Group
ESW	-	Economic Sector Work
GCI	-	General Capital Increase
GDP	-	Gross Domestic Product
GNI	-	Gross National Income
IDEV	-	Independent Development Evaluation Department
METS	-	Morocco, Egypt, Tunisia, and South Africa
MIC	-	Middle Income country
OECD	-	Organization for Economic Co-operation and Development
PAR	-	Project Appraisal Report
PCR	-	Project Completion Report
PCRN	-	Project Completion Report Note
PCREN	-	Project Completion Report Evaluation Note
PPP	-	Public Private Partnership
PSD	-	Private Sector Development
QAE	-	Quality at Entry
RDG	-	Regional Directorate
RDGC	-	Regional Directorate for Central Africa
RDGN	-	Regional Directorate for North Africa
RDVP	-	Regional Development, Integration and Business Delivery Complex
RISP	-	Regional Integration Strategy Paper
RMC	-	Regional member country
SMCC	-	Senior Management Coordinating Committee
SVP	-	Senior Vice President
TA	-	Technical assistance
TAF	-	Technical Assistance Fund
UA	-	Units of Account
WB	-	World Bank

Evaluation of the Middle-Income Countries Technical Assistance Fund
Inception Report

I. Introduction

At the request of the Board of Directors of the African Development Bank Group (AfDB or the Bank), the Independent Development Evaluation (IDEV) has launched the Evaluation of the Middle-Income Countries Technical Assistance Fund (MIC TAF or the Fund) as part of its 2018 work program.

The overall mandate of the MIC TAF is to enhance the volume, quality, competitiveness and development effectiveness of the Bank's operations by providing grant resources to MICs.

The evaluation aims at assessing the development effectiveness of the Fund in order to provide the Board with evidence based findings that will support its decision-making process. In this regard, IDEV has retained the services of Centennial Group International to support its evaluation team in carrying out the assignment. Annex 1 provides the Terms of Reference.

This Inception Report lays out the objectives, scope, design, framework and methodology for carrying out the Evaluation of the Middle-Income Countries Technical Assistance Fund.

II. Background

The MIC TAF was established by the Bank in 2002[1] following the limited access of regional member Middle-Income Countries (MICs) to financial resources for investment preparation and studies. The objective was to enhance the volume, quality, competitiveness and development effectiveness of the Bank's operations by providing grant resources for capacity building, economic and sector work and project preparation in MICs.

At its inception, the grant supported activities in four priority areas: project preparation; technical assistance; capacity and institution building; and economic sector work. A review of the Fund's guidelines in 2011 introduced an additional priority area for the AfDB: supporting activities in MICs to improve regional integration

In line with the Bank's credit policy, the eligibility of regional member countries (RMCs) to MIC TAF is limited to those countries that can access the Bank's non-concessional AfDB window (Category C Countries) as well as those that can access

[1] AfDB. 2011. "The Revised Guidelines for the Administration and Utilization of the Middle-Income Country Technical Assistance Fund." Abidjan, Côte d'Ivoire: African Development Bank.

both the non-concessionary ADB window and the concessional African Development Fund (ADF) window (Category B, or Blend Countries). For analytical purposes, it is important to note that since the inception of the MIC TAF, some countries have graduated from the ADF window to the ADB window, which implies that the actual number countries eligible for MIC TAF grants has increased. Table 1 lists the eligible countries as of July 2018.

Table 1: MIC TAF Eligible Countries

Middle-Income Countries			**Blend Countries**
Algeria	Equatorial Guinea	Nigeria	Cameroon
Angola	Gabon	Seychelles	Kenya
Botswana	Libya	South Africa	Senegal
Cape Verde	Mauritius	Swaziland	Zambia
Congo, Rep	Morocco	Tunisia	
Egypt	Namibia		

At the establishment of the MIC TAF, the Bank provided an initial allocation of UA 1 million as seed money. However, given the small size of the initial resources vis-a-vis the growing needs of regional member MICs, the Bank made annual allocations from the ADB Net Income to the MIC TAF, except in 2003, 2005, 2012, 2013 and 2016. In total, UA 96 million has been allocated to the MIC TAF through the ADB Net Income between 2002 and 2017. As at 31 December 2017, the Fund has been depleted with only a total uncommitted resource of UA 60.24 thousand remaining. This is a sharp contrast to the demand for MIC TAF grants with a pipeline of about UA 55 million for 2017/2018.

Over the past two decades, AfDB has been pursuing initiatives to enhance its engagement with middle-income countries (MICs).[2] The MICs in Africa are a highly diversified group, with 2017 GDP per capita ranging from $5,927 (Nigeria) to $34,865 (Equatorial Guinea). AfDB employs a differentiated and country-specific approach in its engagement with MICs.

The MIC TAF was created in 2002[3] as part of a set of recommendations by the 2001 Task Force to enhance Bank operations in MICs. In 2005, the MIC TAF's menu of activities was expanded and the guidelines revised with four priority areas: (i) project preparation; (ii) technical assistance and capacity/institution building; (iii) economic and sector work; and (iv) activities that promote the private sector. The

[2] As of July 2018, 17 RMCs are classified as MICs. The classification follows that of the World Bank (WB) which is based on GNI per capita. In 2018, WB classifies as MICs those with GNI per capita between $1,006 and $12,235.

[3] The MIC TAF was initially called the Middle-Income Countries Trust Fund, which was renamed MIC TAF in 2008.

2005 guidelines established an exceptional Delegation of Authority Matrix[4] for grant approvals.

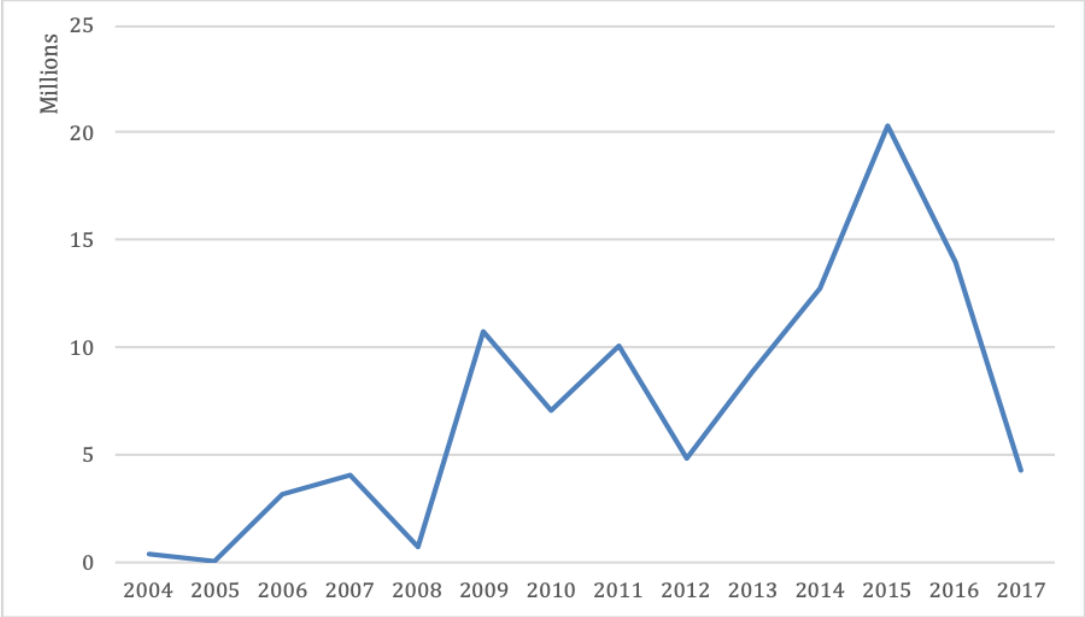
In 2008, AfDB issued the *Strategic Framework for Enhancing Bank Group Support to Middle Income Countries* which acknowledged the declining competitive position of AfDB in MICs. The strategic framework sought to deepen engagement with MICs through greater selectivity and focus, better service delivery through efficient business practices, improved range and pricing of financial products, limited provision of concessional resources, and delivery of advisory services.

With respect to the MIC TAF, the strategic framework called for more creative and effective utilization of the Fund in additional areas, including investments in global public goods, development of knowledge bases, dissemination of best practices, financing trade-related technical assistance, and facilitating partnerships between MICs towards achieving MDGs. The strategy also envisioned the MIC TAF to blend concessional resources with AfDB loans to specifically address the elimination of pockets of poverty in MICs. The MIC TAF would also be used as a catalyst to mobilize additional resources from partner institutions and donors.

In 2009, AfDB Management established the MIC TAF Working Group to review the use and guiding principles of the Fund. The main concerns at that time included the relatively modest utilization of the Fund, difficulties in ensuring timely implementation of projects, and lack of knowledge about the Fund. Based on the findings of the Working Group and consultations with the Board and MICs, the MIC TAF guidelines were revised in 2011, which remain in effect today. The new guidelines added a new area of focus – activities promoting regional integration; doubled the ceiling per grant from UA 600,000 to UA 1.2 million; raised the approval thresholds of the Delegation of Authority Matrix; simplified disbursement arrangements; raised the threshold for procurement of equipment and introduced use of procurement agents; streamlined the project preparation and approval process; instituted a results-based logical framework requirement; clarified reporting requirements; and established a MIC TAF focal point in the Bank to improve coordination. Figure 2 shows an increase in approval amounts between 2011-2016; with the depletion of the Fund, approvals fell in 2017.

[4] The delegation of authority matrix enables Vice Presidents to approve requests up to UA 300,000 and the President to approve requests up to UA 500,000. Board approval is required for requests above UA 500,000 on a lapse of time basis.

Figure 2: MIC TAF Approvals 2004-2017



A 2018 AfDB Senior Management Coordinating Committee (SMCC) note identified the following results from the MIC TAF: significant levering effect with UA 11 million of studies leading to over UA 2 billion of Bank-funded projects during the past five years; enhanced quality at entry of Bank projects; strengthened and evidence-based policy dialogue; and scaling up of impact of Bank projects. The note found the implementation performance of MIC TAF projects to be mixed, with UA 11.3 million of projects as of 1Q2018 eligible for cancellation due to, among others, poor institutional set-up and inadequate resources for implementation on the part of the recipient.

AfDB continues to review its approach to MICs, including a proposal for MIC groupings[5] and a framework for understanding MIC diversity and commonalities (see Table 2). A 2018 briefing to the Committee on Operations and Development Effectiveness noted the usefulness of the MIC TAF as tool for TA and capacity development, and the strong pipeline of 80 projects amounting to UA 53 million. The briefing note called for: prioritization of selection criteria for MIC TAF projects given that demand outstrips supply of funds; further streamlining of processes with minimal fiduciary risk; and clean-up of the portfolio to cancel and reallocate funds from non-performing grants. The briefing also noted the planned independent evaluation of the MIC TAF, the results of which will feed into the ongoing rethinking of the guidelines.

[5] The proposed groups of the MICs are: oil exporting economies; small MICs or SMICs; and METS composed of Morocco, Egypt, Tunisia, and South Africa. Each group has several common characteristics.

Table 2: MIC Characteristics

MIC	GDP per Capita ($; PPP; 2017)	Population (thousands)	Bank Lending Activity
Oil Exporting Economies: lack of diversification; limited private sector; and high inequality			
Algeria	15,150	42,008	Moderate
Angola	6,813	30,774	High
Congo, Rep.	6,707	5,400	Moderate
Equatorial Guinea	34,875	1,314	Low
Gabon	19,266	2,068	Moderate
Libya	9,792	6,471	Low
Nigeria	5,927	195,875	High
Small MICs: capacity constraints; most business-friendly private sector; lower inequality			
Botswana	18,146	2,333	Low
Cabo Verde	6,942	553	High
Mauritius	21,628	1,268	Moderate
Namibia	11,528	2,588	High
Seychelles	28,712	95	Moderate
Swaziland	9,882	1,391	High
METS: relatively developed economies; well developed private sector markets			
Morocco	8,612	36,192	High
Egypt	12,994	99,376	High
Tunisa	11,987	11,659	High
South Africa	13,403	57,398	High

Note: Classification (High, Medium, Low) of Bank Lending Activity is from the 2018 briefing to CODE and is based on two criteria: use of Bank financing resources and frequency of Bank lending.

III. Purpose, Objectives, Scope and Use

Purpose:

The purpose of this evaluation is to provide credible evidence on the development effectiveness of the MIC TAF. An independent evaluation of the Fund's development effectiveness has not been conducted since its establishment in 2002. It is anticipated that the present evaluation will fill this evidence gap.

Objectives:

The overall objective of this evaluation is to examine the extent to which the MIC TAF has achieved its original goals and delivered development results in recipient regional MICs. The evaluation will also investigate issues around MIC TAF's

governance, as well as the factors that hinder (or promote) the utilization of funds from both the supply and demand-side.

Scope:
The scope of the evaluation will span the period 2002-2017 during which the Bank approved 183 projects amounting to UA 101.8 million with a focus on the latter period of 2011-2017.

At end-2017, 70 projects amounting to UA 48.3 million were ongoing, and nine projects amounting to UA 1.1 million were terminated. The evaluation will assess the relevance, efficiency, and efficacy of the program as a whole. In addition, the evaluation will provide feedback on the governance of the program, including recommendations for improvement.

Utilization:
The primary users of the report are:

- The Board of Directors: The findings of the evaluation are intended to inform the Board of Directors of AfDB in deciding on the allocation of additional resources to the Fund from the annual net income of the Bank including a 5 million UA allocation from the 2017 net income allocation.
- Bank Management (mainly RDVP and SVP complexes): The findings will also be useful to the Bank's management in improving the general management of the Fund.
- MIC TAF Recipients countries: To a lesser extent, the evaluation results would be useful to recipient countries to improve their engagement with the Bank and the effective use of the Fund's resources.

Evaluation questions:

The evaluation will also investigate issues around MIC TAF's general management, as well as the factors that hinder (or promote) the utilization of funds from both supply and demand sides. In line with the standard evaluation criteria, the evaluation will respond to the following questions:

1) Relevance:
    a. To what extent did the design of MIC TAF interventions align with the purpose and objectives of the Fund in beneficiary MICs?
    b. To what extent are MIC TAF interventions aligned with the policies and strategies at the: (i) AfDB level (strategic, national, regional and sector priorities), and (ii) the national level (development and sector focused priorities)?
    c. To what extent have the interventions funded by the MIC TAF been technically sound? How robust are the design of MIC TAF interventions with regard to assumptions, risks, and mitigation measures?

d. How consistent and complementary were MIC TAF interventions with ongoing operations in the country (AfDB and/or other development partners)?

2) Effectiveness:
   a. To what extent were MIC TAF's strategic objectives as a Fund achieved, through effective implementation of its interventions?
   b. To what extent has the MIC TAF contributed to improving the performance – at the level of timeliness, implementation progress and cost effectiveness - of AfDB's 's pipeline in those targeted countries?
   c. To what extent has MIC TAF grants contributed to the identification of new business opportunities for the AfDB in MICs?
3) Efficiency:
   a. How responsive has the MIC TAF been in responding to funding requests from users (MICs, the Bank, and the Private Sector)?
   b. Has the Technical Assistance Fund responded adequately to the evolving needs of MICs?
   c. Were AfDB processes and procedures, as well as the internal coordination with other partners adequate?
   d. If any, how does the MIC TAF perform compared to similar funds in other multilateral institutions?
4) Sustainability:
   a. To what extent have these interventions contributed to long-lasting, institutional capacity strengthening; improved political and governance environment, greater risk management and resilience to exogenous factors, in the targeted countries?
   b. How sustainable are the funding mechanisms of the MIC TAF?
5) Governance:
   a. How is the governance framework for the MIC TAF assessed in the context of other similar funds at the AfDB and in other multilateral institutions?
   b. To what extent has the MIC-TAF developed a coherent Results-based Monitoring and Evaluation (M&E) System?
   c. What governance framework is suitable for the MIC-TAF going forward?
   d. What key lessons can be learnt and recommendations drawn from the implementation of MIC TAF operations, and how can these be translated into better operational performance and engagement with MICs?

IV. Approach and Methodology

Approach.

The evaluation approach takes into account the large number of projects and countries relative to the resources, time, and documentation available for the evaluation.

The approach will have four components:

(i) a desk review of a sample of projects complemented by surveys of task or project managers in the Bank and client countries;

(ii) in-depth case studies in selected countries to be visited;
(iii) semi-structured interviews of Bank counterparts in selected countries; and
(iv) semi-structured interviews of selected Bank Executive Directors, managers, and staff.

The approach will enable both operational as well as strategic perspectives on the MIC TAF. Specifically, the evaluation will perform the following activities all of which will feed into the evaluation of the Fund:

- Undertake a desk review of a target of at least 90 projects (50% of MIC TAF portfolio)[6];
- Carry out surveys of task managers in the Bank and project managers in the client countries;
- Undertake visits to four countries to perform 2-3 case studies per country as well as conduct semi-structured interviews of the Bank's main counterparts on the MIC TAF, including the project pipeline, in the country;
- Conduct semi-structured interviews of the Bank's main counterparts on the MIC TAF in an additional four countries through teleconference or videoconference;
- Conduct semi-structured interviews of the Bank's main counterparts on the MIC TAF in an additional three countries that are now eligible for the MIC TAF and have a pipeline of projects through teleconference or videoconference; and
- Conduct semi-structured interviews of selected Bank Executive Directors and managers.

Methodology:

The evaluation will be based on a rapid evaluation methodology. This choice can be explained by

- the time constraints to provide evaluation findings to support evidence based decision-making within the Bank;
- the limited resources devotes to the evaluation ;
- Little background information existing on the effectiveness of the Fund's operations;
- the challenges in collecting sufficient documentation on the various operations conducted under the MIC TAF.

The rapid evaluation methodology will include the use of mixed methods to strike to ensure triangulation and validity of the findings. The tools involved in this evaluation are:

- *Project Reviews*. The evaluation will review projects based on available documents which include: MIC TAF proposals from clients; project appraisal reports; approval documents; progress and supervision reports; audit

[6] Depending on documentation availability

reports; and project completion and evaluation reports (for completed projects). The evaluation matrix (Annex 4) and project review template (Annex 5) are attached.

- *Case Studies*. The evaluation will conduct case studies of 2-3 projects in Morocco, Tunisia, Gabon, and South Africa. The case studies will include field visits and interviews of project stakeholders and beneficiaries. A draft outline of the case studies (Annex 6) has been developed and will be refined based on review of the underlying projects prior to the country visit.

- *Semi-structured Interviews*. The evaluation will conduct semi-structured interviews covering the MIC TAF, including the project pipeline, in 11 countries (see Annex 7 for draft interview questionnaire for counterparts).[7] The focus will be the value added of the projects; systemic issues that affect efficiency, effectiveness, and sustainability; and the project pipeline. In addition, there will be interviews of selected Bank Executive Directors and managers to get their views on the MIC TAF (see Annex 8 for the draft interview questionnaire for Bank).

- *Surveys of Client Project Managers and Bank Task Managers.* The evaluation will send short surveys to country project manager and Bank task managers of all projects. The responses will complement the findings from the desk reviews of the projects. (see Annex 9 for survey of client country task managers and Annex 10 for the survey of Bank task managers).

- *Benchmarking.* Programs similar to the MIC TAF will be identified in the World Bank Group, Inter-American Development Bank, and Asian Development Bank. Evaluations of similar programs will be used for benchmarking, supplemented by interviews of relevant staff and managers in these institutions.

Documentation collection status and sampling approach

Document collection will cover all 17 countries plus Multinational with MIC TAF projects during 2002-2017 (Table 3). Annex 3 provides the list of MIC TAF projects in the 17 countries plus Multinational. The document coverage target is at least 50% (or about 90 projects) of the total 2002-2017 MIC TAF projects, which should provide adequate basis for assessing the total portfolio. Table 3 provides the status of the documentation collected to date[8].

[7] Three of the countries – Republic of Congo, Cameroon and Mozambique – did not have MIC TAF projects during 2002-2017, but have pipeline.

[8] July 25 2018

Table 3: Document Availability

Country	*Region*	*Cost (UA million)*	*No. of Operations*	*Appraisal Report*	*Completion Report*
Algeria	North	6.92	11	1	0
Angola	South	0.82	2	1	0
Botswana	South	5.44	13	6	0
Cape Verde	West	6.02	8	8	3
Egypt	North	12.43	20	12	3
Equatorial Guinea	Central	1.53	3	0	0
Gabon	Central	8.56	12	4	0
Kenya	East	1.20	1	1	1
Mauritius	South	4.08	9	3	1
Morocco	North	11.28	21	12	3
Multinational		3.38	8	4	1
Namibia	South	4.73	9	5	1
Nigeria	West	3.81	9	0	0
Seychelles	East	5.59	11	4	0
South Africa	South	3.56	6	2	0
Swaziland	South	6.09	11	3	0
Tunisia	North	13.68	26	9	2
Zambia	South	2.71	3	1	0
Total		101.83	183	76	15

Thus far, appraisal documents are available for about 40 percent of the approved projects. This would enable an assessment of the relevance of the Fund. Table 4 shows the regional and sector distribution of the projects with appraisal documentation. However, project completion reports are available for only 15 percent of the closed/completed projects. The low percentage of closed/completed projects with PCRs presents a major constraint to the evaluation of the effectiveness of the Fund.

Table 4: Share of MIC TAF Projects and Appraisal Reports

Region/Sector	*Share of No of MIC TAF Projects*	*Share of Available Appraisal Reports*
	Regional distribution	
North	45%	47%
West	10%	11%
East	6%	7%
Central	9%	6%
South	30%	29%
	Sectoral distribution	
Agriculture	18%	18%
Finance	7%	7%
Multi-sector	33%	25%
Social	18%	20%
Transport	7%	12%
Water Supply & Sanitation	8%	12%
Others	9%	7%

The selection of countries to be visited – Tunisia, Morocco, Gabon, and South Africa - for in-depth case studies was based on several factors, including regional distribution, number of MIC TAF projects, MIC TAF project pipeline, and Bank lending activity. The characteristics of the four countries to be visited are described in Table 5 below. A total of five projects for case studies have been identified in Morocco and Tunisia based on the availability of PCRs (Table 6). However, there are no projects with PCRs in Gabon and South Africa.

Table 5: Characteristics of Countries to be visited

Country	***Region***	***IDEV Country Evaluation***	***No. of MIC TAF Operations***	***MIC TAF Project Pipeline (UA million)***	***Bank Lending Activity***	***No of MIC TAF projects with PCRs***
Tunisia	North	Yes	26	3.3	High	2
Morocco	North	Yes	21	2.7	High	3
Gabon	Central	No	12	3.7	Moderate	0
South Africa	South	Yes	6	7.0	High	0

Table 6: Selected Projects (See Annex)

Eleven countries have been selected for semi-structured interviews of Bank counterparts. The selection took into account regional representation, number of MIC TAF projects, and pipeline of MIC TAF projects (Table 6). The selected countries include the four countries to be visited, as well as three countries with no previous MIC TAF projects but have a pipeline. The total of 11 countries where semi-structured interviews[9] on the MIC TAF will be conducted cover all four regions and accounting for about half of the total MIC TAF projects approved during 2002-2017 and about 65 percent of the current pipeline.

Table 7: Characteristics of Countries Selected for Semi-Structured Interviews

Country	*Region*	*No. of MIC TAF Projects 2002-2017*	*MIC TAF Project Pipeline (UA million)*	*IDEV Country Evaluation*	*Bank Lending Activity*	*GDP per Capita (US$; PPP; 2017*
Tunisia	North	26	3.3	Yes	High	11,987
Morocco	North	21	2.7	Yes	High	8,612
Gabon	Central	12	3.7		Moderate	19,266
South Africa	South	6	7.0	Yes	High	13,403
Mauritius	South	9	3.5		Moderate	21,628
Seychelles	East	10	0.8		Moderate	28,712
Nigeria	West	9	3.7	Yes	High	5,927
Angola	South	2	7.0		High	6,813
Congo, Rep	Central	0	1.0		Moderate	6,707
Mozambique	South	0	1.2		na	1,247
Cameroon	Central	0	1.8		na	3,694

V. Deliverables, Work Plan, and Timetable

The evaluation will be carried out in four phases.

Inception Phase. During the inception phase, an initial Inception Report is drafted based on available documents. Document collection will be completed during this phase. Upon completion of the document collection, the case studies will be selected. Arrangements for country visits and interviews will be initiated. The comparator funds in other MDBs will be identified, including available

[9] The interviews will done through teleconference or videoconference except for those countries to be visited.

evaluations of these funds. A final Inception Report will complete this phase of the evaluation.

Project Review Phase. During this phase, the desk reviews of the projects will be conducted. An initial draft of the case studies will be developed to help establish the focus and design of the plan visits. The surveys will be sent out. Interviews of Bank managers and officials will be started. Discussions with key staff and managers in other MDBs with similar programs will begin during this phase.

Field Visits and Client Interview Phase. During this phase, the members of the team will travel to Morocco, Tunisia,[10] Gabon, and South Africa to conduct case studies of selected projects as well as semi-structured interviews of main Bank counterparts on the MIC TAF, including the project pipeline. In addition, semi-structured interviews on the MIC TAF, including the project pipeline, will be held with counterparts in Algeria, Angola, Cameroon, Mauritius, Nigeria, Republic of Congo, and Seychelles via video or teleconference.

Analysis and Report Preparation Phase. This final phase will involve preparation of the draft Technical Report (see Annex 11 for an initial outline) based on analysis of inputs from the project reviews, interviews, case studies, and surveys. The report will be finalized after taking into account comments from IDEV. In addition, a short Policy Brief, Final Synthesis Report, and Presentation PowerPoint will be prepared.

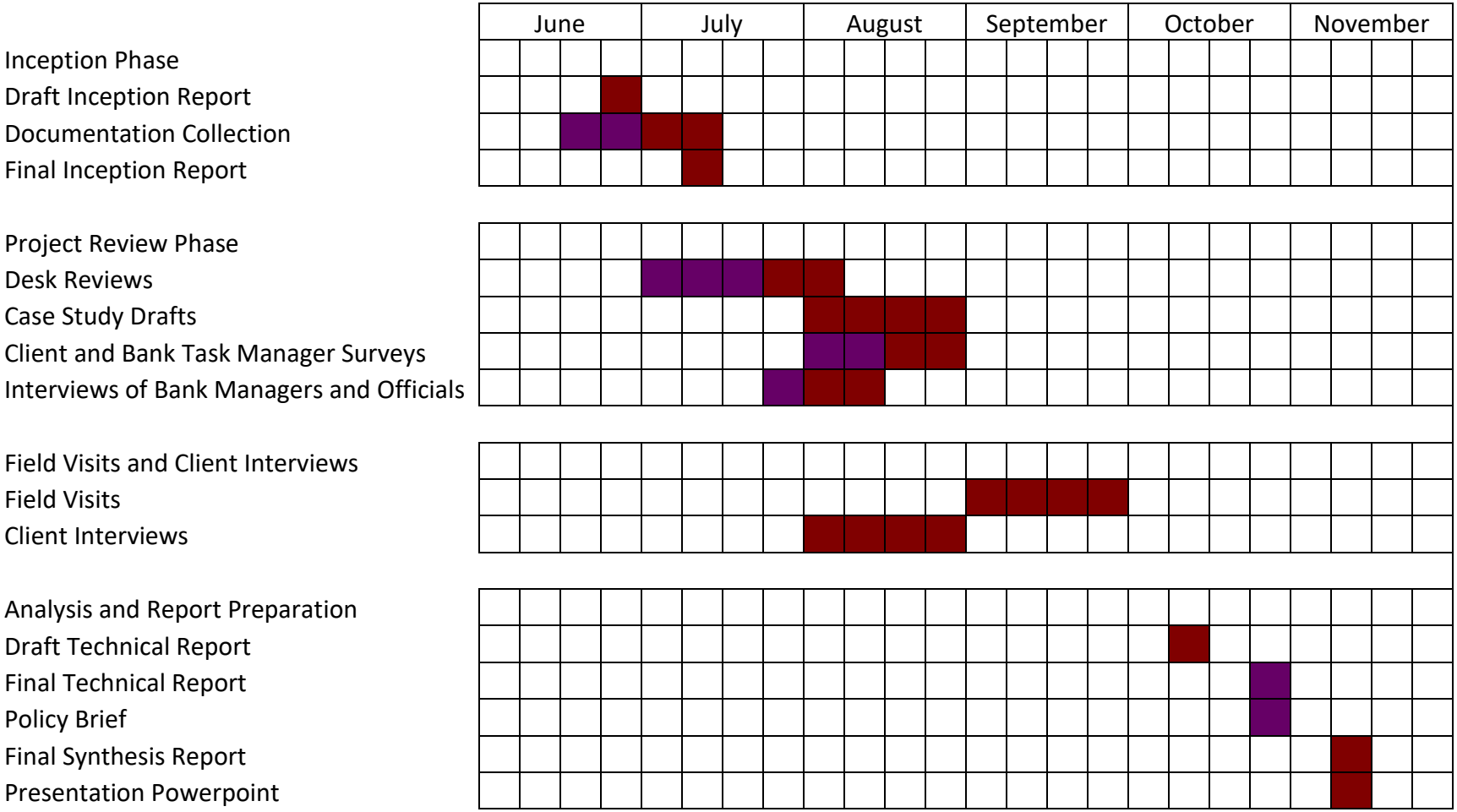
Timeframe. The assignment's duration will be five months, from mid-June 2018 to mid-November 2018. Table 8 gives the deliverables and the target dates for submission, and Table 9 shows the timeline of reports and main activities.

Table 8: Deliverables and Target Dates for Submission

Deliverables	Target Dates
Draft Inception Report	26 June 2018
Inception Report	16 July 2018
Draft Technical Report	1 October 2018
Final Synthesis Report	30 October 2018
Policy Brief	30 October 2018

[10] Tunisia is both a scoping and data collection mission.

Table 9: Timeline



Annex 1: Terms of Reference

African Development Bank Group

Independent Development Evaluation

Evaluation of the Middle Income Country Technical Assistance Fund (MIC TAF)

Terms of Reference

I. Introduction

This Terms of Reference (ToR) outlines the evaluation of the Middle-Income Country Technical Assistance Fund (MIC TAF, or the Fund) by the Independent Development Evaluation function (IDEV) of the African Development Bank Group ("the Bank, or AfDB"). This evaluation was undertaken following the request of AfDB's Board of Directors on 12 April 2018[11] that IDEV conduct an evaluation of the development effectiveness of the MIC TAF in 2018. The recommendations of the MIC TAF will provide evidence-based information to support AfDB Board of Director's decisions on the renewal of its annual allocation of ADB Net Income to the Fund. This includes the transfer of an outstanding UA 5 million upon the endorsement of the evaluation report on the MIC TAF by the Board of Directors.

This document is the ToR for the evaluation of the MIC TAF and the recruitment of a consultancy firm to assist IDEV in undertaking the evaluation. The ToR is organized into four sections: Section I provides the background of the Fund since its creation in 2002. Section II highlights the objectives and scope of the evaluation, including the evaluation questions based on the OECD-DAC evaluation criteria. Section III defines the approach and tasks of the evaluation, and the technical expertise and professional profile expected of the consultant. Section IV sets out the expected deliverables of the evaluation and the respective timelines.

II. Background

Despite their high per capita income status, Middle-Income Countries (MICs) in Africa still face significant economic challenges in reducing unemployment, income inequality, and poverty. Indeed, while these group[12] of countries have grown rapidly

[11] AfDB. 2018. "Allocation of ADB 2017 Net Income: Revised Version (ADB/BD/WP/2018/26/Rev.1/Approval)". Abidjan, Côte d'Ivoire, African Development Bank Group.

[12] MICs in the African region are heterogeneous and thus vary by geographic size, population, income-level, and the incidence of (extreme) poverty.

in the past few years, their institutional capacity has rather remained low.[13] In addition, MICs access to market resources has hampered their ability to utilize concessional resources mainly for investments preparation and studies.

To bridge this capacity gap, the AfDB established the MIC TAF in 2002 to enhance the volume, quality, competitiveness and development effectiveness of its operations by providing grant resources to MICs. At its inception, the grant supported activities in four priority areas in MICs, namely: project preparation; technical assistance, capacity and institution building; economic sector work (ESW), and activities that promote the growth of the private sector. A review of the Fund's guidelines in 2011 introduced an additional area of focus for the AfDB, i.e. supporting activities in MICs[14] to improve regional integration. In line with the Bank's credit policy, the eligibility of regional member countries (RMCs)[15] to MIC TAF is limited to those countries that can access the AfDB's non-concessional ADB window (Category C Countries) as well as those that can access both the non-concessional ADB window and the concessional ADF window[16] (Category B, or Blend Countries).

At the establishment of the Fund, the Bank provided an initial allocation of UA 1 million as seed money for the MIC TAF. However, given the small size of the initial resources vis-a-vis the growing needs of regional member MICs, the AfDB made annual allocations from the ADB Net Income to the MIC TAF, except in 2003, 2005, 2012, 2013 and 2016. In total, UA 96 million has been allocated to the MIC TAF from the ADB Net Income between 2002 and 2017. As at 31 December 2017, the Fund was depleted with only a total uncommitted resource of UA 60,240 remaining. This is a sharp contrast to the demand for MIC TAF grants presently estimated at UA 50 million annually.[17]

Since its establishment in 2002, the MIC TAF has financed 182 operations across 10 sectors in 18 countries. Till date, a total of UA 101.2 million have been committed in MICs by the AfDB through the MIC-TAF financing instrument. Available data on the MIC TAF global portfolio shows the predominance of multisector operations (i.e., Public Sector Management, Private Sector Management, and Institutional Support), followed by social sector projects (i.e., education – technical and vocational education (TVET) and higher education; health, and poverty alleviation/microfinance) respectively.

The top three beneficiaries of the MIC TAF grants are Tunisia (26), Morocco (21), Egypt (20). These countries are also the highest beneficiaries by the total grant size.

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[13]AfDB. 2008. "2008 Presidential Working Group on Middle Income Countries (ADB/BD/WP/2008/168)." Abidjan, Côte d'Ivoire, African Development Bank Group.

[14] AfDB. 2011. "The Revised Guidelines for the Administration and Utilization of the Middle-Income Country Technical Assistance Fund". Abidjan, Côte d'Ivoire: African Development Bank.

[15] It is important to note that some RMCs may have graduated from the ADF to the ADB window which implies that the actual number countries eligible for MIC TAF grants may vary overtime.

[16] Ibid.

[17] AfDB. 2018. "Allocation of ADB 2017 Net Income: Revised Version (ADB/BD/WP/2018/26/Rev.1/Approval)". Abidjan, Côte d'Ivoire, African Development Bank Group.

The least three (3) benefitting countries in terms of both grant number and volume were Equatorial Guinea, Kenya, and Angola. Table 1, below, shows the number of MIC TAF operations across regions as well as their financial costs.

Table 1: Distribution of MIC TAF Resources by Regional Directorates

AfDB Regional Directorates	Number of MIC-TAF Operations	Financial Commitment, (UA)
RDGC	15	10,085,518.52
RDGE	11	6,192,728.00
RDGN	78	44,316,230.65
RDGS	53	27,426,279.21
RDGW	8	6,018,776.00
RDNG	9	3,806,239.74
MULTINATIONAL	8	3,384,794.00
TOTAL	**182**	**101,230,566.12**

Source: SAP, African Development Bank Group, with IDEV calculation

The management and governance of the MIC TAF have been decentralized since its establishment in 2002. The Fund is managed by the Regional Development, Integration and Business Delivery Complex (RDVP), with delegated authority to the Regional Directorates, for the benefit of MICs in their respective regions. Presently, the Bank-wide focal point for the MIC TAF is located in the Regional Directorate for North Africa (RDGN). Although this position was established to ensure the formal coordination of MIC TAF activities, the incumbent's role has solely focused on the communication and dissemination of information about the MIC TAF.[18]

Despite the growing number of approved operations,[19] a significant number of operations remain eligible for cancellation. The latest data on MIC TAF operations qualifying for cancellation reveal that 15% of the total approved amount between 2012 and 2017 were eligible for cancellation as on 27 March 2017.[20] Although there has been a decline in cancellations in recent months (for example, 23% on 31 December 2017; 19% on 31 January 2017; and 16% on 22 February 2018), the present level of cancellation of MIC TAF operations remains high.

Indeed, notwithstanding the significant amount of resource dispensed through the MIC TAF, an independent evaluation of the Fund's development effectiveness has not been conducted since its establishment in 2002. It is anticipated that the present evaluation will fill this evidence gap.

III. Purpose, Scope and Evaluation Questions

This evaluation examines the extent to which the MIC TAF has achieved its original goals and delivered development results in recipient regional MICs. The analysis will cover the entire period of the Fund's operational existence, from its inception in 2002 to 2017. In terms of methodology, the evaluation will use content

[18] Meeting with MIC TAF Focal Point on 11 April 2018.

[20] See AfDB (2018).

analysis, portfolio and document review, structured interviews, and focus group discussions to analyse information on the MIC TAF. In addition, field missions and online user and beneficiary surveys will be carried out to triangulate and validate the data.

The evaluation will also investigate issues around MIC TAF's general management, as well as the factors that hinder (or promote) the utilization of funds from both supply and demand sides. In line with the standard evaluation criteria, the evaluation will respond to the following questions:

6) Relevance:
    a. To what extent did the design of MIC TAF interventions align with the purpose and objectives of the Fund in beneficiary MICs?
    b. To what extent are MIC TAF interventions aligned with the policies and strategies at the: (i) AfDB level (strategic, national, regional and sector priorities), and (ii) the national level (development and sector focused priorities)?
    c. How robust are the design of MIC TAF interventions with regard to assumptions, risks, and mitigation measures?
    d. How consistent and complementary were MIC TAF interventions with ongoing operations in the country (AfDB and/or other development partners)?
7) Effectiveness:
    a. To what extent were MIC TAF's strategic objectives as a Fund achieved, through effective implementation of its interventions?
    b. To what extent has the MIC TAF contributed to improving the performance – at the level of timeliness, implementation progress and cost effectiveness - of AfDB's 's pipeline in those targeted countries?
    c. To what extent has MIC TAF grants contributed to the identification of new business opportunities for the AfDB in MICs?
    d. To what extent have the interventions funded by the MIC TAF been technically sound?
8) Efficiency:
    a. How responsive has the MIC TAF been in responding to funding requests from users (MICs, the Bank, and the Private Sector)?
    b. Has the Technical Assistance Fund responded adequately to the evolving needs of MICs?
    c. Were AfDB processes and procedures, as well as the internal coordination with other partners adequate?
    d. If any, how does the MIC TAF perform compared to similar funds in other multilateral institutions?
9) Sustainability:
    a. To what extent have these interventions contributed to long-lasting, institutional capacity strengthening; improved political and governance environment, greater risk management and resilience to exogenous factors, in the targeted countries?
    b. How sustainable are the funding mechanisms of the MIC TAF?
10) Governance:

a. How is the governance framework for the MIC TAF assessed in the context of other similar funds at the AfDB and in other multilateral institutions?
b. To what extent has the MIC-TAF developed a coherent Results-based Monitoring and Evaluation (M&E) System?
c. What governance framework is suitable for the MIC-TAF going forward?
d. What key lessons can be learnt and recommendations drawn from the implementation of MIC TAF operations, and how can these be translated into better operational performance and engagement with MICs?

IV. Objectives of the Assignment and Tasks of the Consultant

The overall objective of this assignment is to support the evaluation of the Bank's Middle-Income Country Technical Assistance Fund (MIC TAF). The consulting firm will be responsible for identifying and systematically synthesizing evidence from various sources, and conducting the evaluation following the OECD-DAC evaluation criteria and principles as well as the good practices from the Evaluation Cooperation Group (ECG).

Under the guidance of the Evaluation Task Manager, the consultant is expected to undertake the following tasks:

1) Conduct a desk review of all relevant documents (including relevant AfDB strategies and policies) and MIC TAF portfolio between 2002 and 2017.
2) Undertake a scoping mission and prepare an inception report summarizing background information and methodology (including evaluation questions, theory of change, and tools for data collection and evaluation);
3) Prepare mission agendas and planning for consultations and discussions with the Bank's staff, government officials, the private sector, and relevant civil society organizations in the beneficiary MICs; conduct field missions (scoping and data collection); and gather information through an online survey of the stakeholders.
4) Conduct and write-up specific case studies of MIC TAF funded operations/studies using qualitative and quantitative evidence to respond to the evaluation questions;
5) Analyse primary and secondary data on the Bank's MIC TAF and produce a draft evaluation report.
6) Revise and finalize evaluation reports and deliverables based on comments received from IDEV, the Reference Group and other stakeholders.
7) Undertake other duties identified as supporting the smooth conduct of the MIC TAF evaluation.

V. Timeline and Deliverables

This assignment should be completed within a maximum period of 6 months, beginning from mid-May 2018. The table below presents an indicative timetable of the tasks, tentative dates, and deliverable for the evaluation.

Task	Tentative dates	Deliverables
Desk review of documents and portfolio.	15-05-2018 – 29-06-2018	
Drafting Inception Report (first draft)		
Preparation of the Agenda for Scoping Mission		
Scoping Mission		
Work on the Inception Report by consultant		1st version of the 1st deliverable: (Inception Report)
Integration of comments received		Final version of the 1st deliverable
Preparation of the agenda for main mission (and finalization of data collection and evaluation tools)	25-06-2018 – 23-07-2018	
Data Collection Mission		
Work on Draft Technical Report, Including Case Studies	23-07-2018 – 15-09-2018	1st version 2nd deliverable (Draft Technical Report)
Inputs to the draft report and review	15-09-2018 – 22-09-2018	Inputs and comments to the draft report
Integration of comments received by the consultants	30-10-2018	Final Report, and a 2-page Policy Brief
Submission of Final Synthesis Report and Presentation Slides for CODE	13-11-2018	Final Submission of Synthesis and PPT

VI. Consulting Firm's profile

The consulting firm to be considered for the evaluation must demonstrate the following qualifications:

1) A proven background in evaluation of development assistance, country strategies, projects, and experience working in Middle-Income Countries in Africa.
2) A strong knowledge of multilateral development agencies' context. Experience working for the AfDB is an asset.
3) Previous experience in evaluation of thematic issues such as partnerships, trust funds, and cooperation activities in multilateral institutions.
4) Excellent understanding and experience of evaluation principles and practices, including the use of Theory of Change and the development of strategic lessons and recommendations.
5) Experience in researching, analysing, consolidating, and presenting quantitative and qualitative data.

6) A highly skilled and multidisciplinary evaluation team with proven technical experience in evaluating projects/programs in main sectors and other thematic areas relevant to the MIC TAF (such as agriculture, finance, the social sector, transportation, institutional support, public sector management, and private sector management).
7) The proposed team must also demonstrate fluency in both English and French. Knowledge of Portuguese will be an advantage.

Annex 2: Centennial Group International

The Centennial Group

The Centennial Group (www.Centennial-Group.com) is a global strategic and policy advisory firm that provides advice on a wide range of development issues. Centennial works with private and non-government clients as well as with development institutions such as the African Development Bank, the World Bank, the Asian Development Bank, the Japan Bank for International Cooperation (JBIC), the Japan International Cooperation Agency (JICA), the Development Bank of Latin America (CAF), United Nations Development Programme (UNDP), the UN Economic Commission for Africa, the International Fund for Agricultural Development (IFAD) and other UN agencies.

Selected recent examples of Centennial's engagements that are relevant to the proposed evaluation include:

- **Accelerating Development Impact in Africa through the High 5s: Support to the High-Level Panel**. Centennial supported the two co-chairs, Kofi Annan and Horst Kohler and the Panel appointed by President Adesina in their work and the preparation of their report. The preparatory work for the report included a review of the High 5 strategies and related implementation plans and also took account of the new Development and Business Delivery Model. The report summarized the Panel's conclusions and recommendations, which focused on the decade 2016-2025 to achieve the High 5s. It was discussed at the Governors' Forum at the Bank's 2017 Annual Meetings in Ahmedabad.
- The **evaluation of the AfDB East Africa Regional Integration Strategy 2011-2015**. The evaluation covered all the operations approved and implemented under the strategy.
- The **Second Independent Quality at Entry Assessment of AfDB CSPs and RISPs,** which evaluated whether the quality at entry of CSPs and RISPs approved since the last Independent QAE exercise taken for CSPs approved between 2008 and 2009 and suggested potential improvements to the Bank's design process of its country/regional integration strategies in light of the Bank's Ten-Year Strategy for 2013-2022.
- The **two-part evaluation of the AfDB's implementation of GCI-VI and ADF 12 and 13 Commitments** which included an overarching review and an evaluation of the Bank's policy and strategy making and implementation.
- Support to the **Development of Financial Sector Development Policy and Strategy.** The project entailed the finalization of the Bank's Financial Sector Development Policy and Strategy, 2014-2019.
- A **synthesis report on lessons of experience from evaluations on private sector**

development (PSD) for IDEV/AfDB. The PSD synthesis mined the vast evaluation knowledge available on the private sector (enabling environment for PSD, microfinance, private equity, public private partnerships, SMEs, etc.) drawing on evaluations carried out by multilaterals and bi-laterals to synthesize lessons for AfDB.

- Evaluation of Efficiency and Effectiveness of the African Development Bank's **Operational Procurement Policies and Practices**. The purpose of this evaluation was to give Bank Senior Management credible, factual and experience-based evidence about the efficiency and effectiveness of its procurement policies and processes that will help guide the Bank's operational procurement strategy.
- **Sector-wide Evaluation: ADB's Support for the Agriculture, Natural Resources, and Rural Development Sector** between 2005 and 2017. This ongoing evaluation includes a review of some 110 PCRs (including the validation reports for 90 of these projects), plus fieldwork in four countries (China, Cambodia, Bangladesh, and Tajikistan).

Further information on these engagements is provided in the project overviews beginning on the next page.

In addition, Centennial recently completed the study **"Africa Reset – A New Way Forward"** for JICA, presented at a Forum chaired by President Ouattara in March 2017. The study is an update of our earlier work **"Africa 2050**: **Realizing the continent's full potential,"** which was presented at the Governors' Forum of the AfDB's Annual Meetings held in Rwanda in 2014. The update paid specific attention to strategies and policies related to macroeconomics, demographics and urbanization, fragility and conflict, education and skills development, agriculture, commodities and terms of trade, regional integration, and industrialization and infrastructure.

Our comparative advantage in conducting the proposed assignment derives, inter alia, from our access to in-house and globally positioned senior experts with the required knowledge and experience at the highest level in the areas relevant to the review– the design, supervision, completion reporting and evaluation of development projects. We supplement our senior team of international experts with national experts, and with junior staff to undertake parts of the required document review, data compilation, and selected analysis.

Annex 3: MIC TAF Projects 2002-2017

Intervention Name	Country	Region	Sector Name	Capital applied for	Approval date	Original Closing Date
1. APPUI TECHNIQUE AU PROGRAMME CRÉATION NOUVELLE EXPLOITATION	Algeria	RDGN	Agriculture	504,000.00	12/11/2012	12/31/2015
2. ETUDE SUR LA DIVERSIFICATION ECONOMIQUE EN ALGERIE	Algeria	RDGN	Ind/Mini/Quar	781,350.00	4/7/2015	12/31/2017
3. ASSISTANCE TECHNIQUE POUR L'ELABORATION D'UN SIG AU PROFIT D	Algeria	RDGN	Water Sup/Sanit	750,000.00	5/19/2015	12/31/2018
4. MODERNISATION DU SYTEME DE COLLABORATION ET DE COMMUNICATION	Algeria	RDGN	Communications	496,500.00	8/4/2009	12/31/2013
5. RECADRAGE DE LA STRATEGIE E-ALGERIE ET ELABORATION DE LA DEM	Algeria	RDGN	Communications	798,652.00	2/10/2014	6/30/2017
6. APPUI À LA SUPERVISION DE LA MODERNISATION DU SI DES BANQUES	Algeria	RDGN	Finance	750,000.00	8/17/2012	12/31/2015
7. RENFORCEMENT DES CAPACITES MINISTERE FINANCES	Algeria	RDGN	Finance	497,000.00	11/15/2011	12/31/2013
8. MIC - ETUDE SUR LA CROISSANCE INCLUSIVE ET L'EMPLOI	Algeria	RDGN	Social	553,785.34	2/17/2015	12/31/2017
9. PROJET D'ASSISTANCE TECHNIQUE A LA CAISSE NATIONALE D'EQUIPE	Algeria	RDGN	Multi-Sector	600,000.00	5/22/2007	6/30/2010
10. APPUI A L'ORGANISATION DU FORUM AFRICAIN DES AFFAIRES ET DE	Algeria	RDGN	Multi-Sector	398,000.00	10/13/2016	
11. PROJET D'APPUI AU DEVELOPPEMENT DE LA PME (PAD-PME)	Algeria	RDGN	Multi-Sector	792,165.00	3/2/2015	
Total MIC Operations in Algeria				**6,921,452.34**		
12. CABINDA PROVINCE AGRICULTURE DEVELOPMENT STUDY	Angola	RDGS	Agriculture	420,045.00	12/22/2014	6/30/2016
13. MIC - ETUDES FINANCEMENT ET SECTEUR PRIVÉ	Angola	RDGS	Social	398,478.00	2/14/2014	12/31/2015
Total MIC Operations in Angola				**818,523.00**		
14. MIC FUND - CAPACITY BUILDING TO THE MINISTRY OF AGRICULTURE	Botswana	RDGS	Agriculture	293,300.00	2/27/2007	12/31/2009
15. WASTEWATER REUSE AND WATER HARVESTING FOR IRRIGATION STUDY	Botswana	RDGS	Agriculture	600,000.00	10/4/2011	5/31/2013
16. MIC FUND - AGRICULTURE SECTOR REVIEW	Botswana	RDGS	Agriculture	476,795.00	2/16/2007	12/31/2008
17. FEASIBILITY STUDY FOT A 200 MGW CONCENTRATING SOLAR POWER PL	Botswana	RDGS	Power	600,000.00	11/3/2009	
18. MIC TECHNICAL ASSISTANCE GRANT TO BOTSWANA DEVELOPMENT CORPO	Botswana	RDGS	Finance	223,843.00	12/6/2016	
19. EDUCATIONAL STANDARDS AND TECHNICAL AND VOCATIONAL EDUCATION	Botswana	RDGS	Social	600,000.00	3/19/2010	12/31/2013
20. STATISTICAL CAPACITY BUILDING PROGRAMME - PHASE II (SCB II)	Botswana	RDGS	Multi-Sector	490,600.00	7/7/2011	6/30/2014
21. SUPPORT FOR FAST TRACKING THE IMPLEMENTATION OF VISION 2016	Botswana	RDGS	Multi-Sector	245,653.32	3/1/2007	12/31/2008
22. TECHNICAL ASSISTANCE TO PRIVATIZATION	Botswana	RDGS	Multi-Sector	600,000.00	10/14/2010	6/30/2013
23. CAPACITY BUILDING TO NBIFIRA, NON-BANKING FINANCIAL SERVICES	Botswana	RDGS	Multi-Sector	600,000.00	9/22/2010	6/30/2013
24. DEVELOPMENT OF A CORPORATE GOVERNANCE CODE	Botswana	RDGS	Multi-Sector	151,565.00	3/1/2007	12/31/2008
25. INSTITUTIONNAL STRENGTHNENING LOCAL AUTHORITIES FOR EFFECTIV	Botswana	RDGS	Multi-Sector	283,594.67	1/30/2008	12/31/2009
26. MINING AND DIVERSIFIACTION STUDY	Botswana	RDGS	Multi-Sector	275,047.98	6/8/2010	4/30/2012
Total MIC Operations in Botswana				**5,440,398.97**		
27. MIC-CAP VERT ECONOMIE BLEUE	Cape Verde	RDGW	Agriculture	1,000,000.00	10/17/2016	1/31/2018
28. DATA CENTER PROJECT	Cape Verde	RDGW	Communications	297,188.00	7/28/2010	
29. PROJET PILOTE POUR LE RENFORCEMENT DE L'EMPLOYABILITÉ ET DE	Cape Verde	RDGW	Social	800,000.00	8/22/2016	12/31/2018
30. CAPACITY BUILDING GRANT FOR MICRO & SMES DEVELOPMENT	Cape Verde	RDGW	Multi-Sector	773,659.00	3/8/2013	12/31/2015

	THROUGH						
31.	SUPPORT FOR PROMOTING ECONOMIC EFFICIENCY AND INVESTMENT THR	Cape Verde	RDGW	Multi-Sector	795,000.00	10/15/2014	12/31/2016
32.	MIC TAF: EFFICIENT TAX AND REVENUE ADMINISTRATION FOR IMPRO	Cape Verde	RDGW	Multi-Sector	775,239.00	8/16/2013	
33.	ENQUETE SUR LES DEPENSES ET LES REVENUS DES MENAGES	Cape Verde	RDGW	Multi-Sector	797,730.00	6/25/2014	
34.	APPUI AU RECENSEMENT AGRICOLE	Cape Verde	RDGW	Multi-Sector	779,960.00	6/25/2014	12/31/2017
Total MIC Operations in Cape Verde					**6,018,776.00**		
35.	FEASIBILITY STUDY FOR THE RECONSTRUCTION/REHABILITATION OF Z	Egypt	RDGN	Agriculture	600,000.00	6/15/2009	2/28/2012
36.	PREPARATION OF A MASTER PLAN FOR THE REHABILITATION/REPLACEM	Egypt	RDGN	Agriculture	600,000.00	11/10/2009	11/30/2014
37.	USE OF RENEWABLE ENERGY FOR PUMPING IRRI	Egypt	RDGN	Agriculture	800,000.00	2/26/2015	3/31/2018
38.	NATIONAL DRAINAGE TECHNICAL ASSISTANCE	Egypt	RDGN	Agriculture	400,000.00	2/1/2016	
39.	SHARM EL-SHEIKH AIRPORT PROJECT	Egypt	RDGN	Transport	1,200,000.00	4/15/2015	
40.	PPP TRANSACTION ADVISORY SERVICES FOR HELWAN WASTEWATER TREA	Egypt	RDGN	Water Sup/Sanit	600,000.00	10/31/2011	12/31/2013
41.	IMPROV. OPER. EFF. EXIST. POWER PLANTS	Egypt	RDGN	Power	490,400.00	5/16/2011	12/31/2013
42.	STUDYING INTEGRATION WIND POWER	Egypt	RDGN	Power	494,000.00	5/16/2011	12/31/2013
43.	NAVISAT-PROJET DE SATELLITE GEOSTATIONNAIRE	Egypt	RDGN	Communications	600,000.00	5/20/2009	12/31/2010
44.	CSD LOCAL CAPITAL MARKET DEVELOPMENT	Egypt	RDGN	Finance	891,595.00	7/10/2015	12/30/2017
45.	RESTRUCTURING OF NASSER SOCIAL BANK	Egypt	RDGN	Finance	396,571.00	10/11/2016	
46.	INSTITUTIONNAL SUPPORT TO NATIONAL BANK OF EGYPT (MIC)	Egypt	RDGN	Finance	300,000.00	3/31/2007	
47.	MIC - INFORMAL SETTLEMENTS DEVELOPMENT PROJECT	Egypt	RDGN	Social	400,000.00	11/8/2016	
48.	UPDATE OF ACTUARIAL STUDY FOR NATIONAL HEALTH INSURANCE	Egypt	RDGN	Social	180,000.00	8/18/2016	6/30/2017
49.	SOCIAL FUND FOR DEVELOPMENT: MICRO AND SMALL ENTERPRISES SUP	Egypt	RDGN	Social	600,000.00	10/11/2006	12/31/2011
50.	RURAL INCOME AND ECONOMIC ENHANCEMENT PROJECT (RIEEP) IN THE	Egypt	RDGN	Social	600,000.00	1/13/2010	12/31/2014
51.	STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	Egypt	RDGN	Multi-Sector	490,600.00	5/20/2011	6/30/2014
52.	CAPACITY BUILDING FOR EGYPTIAN AGENCY OF PARTNERSHIP FOR DEV	Egypt	RDGN	Multi-Sector	1,200,000.00	4/29/2015	12/31/2016
53.	STRENGTHENING THE INSTITUTE OF NATIONAL PLANNING	Egypt	RDGN	Multi-Sector	1,200,000.00	5/7/2015	3/31/2018
54.	ECONOMIC SUMMIT: ASSISTANCE TO MIC	Egypt	RDGN	Multi-Sector	390,000.00	11/19/2014	12/31/2015
Total MIC Operations in Egypt					**12,433,166.00**		
55.	APPUI 'ENQUETE DEMOGRAPHIQUE & DE SANTE	Eq Guinea	RDGC	Social	333,826.00	8/7/2009	
56.	APPUI A LA MISE EN OEUVRE DU PLAN NATIONAL DE DEVELOPPEMENT	Eq Guinea	RDGC	Multi-Sector	395,515.25	4/10/2009	12/31/2010
57.	PROJET D'APPUI TECHNIQUE À LA PROMOTION DU SECTEUR PRIVÉ	Eq Guinea	RDGC	Multi-Sector	798,000.00	12/12/2014	
Total MIC Operations in Equitorial Guinea					**1,527,341.25**		
58.	ETUDE STRATÉGIE DE TRANSFORMATION DE L'AGRICULTURE BASÉE SUR	Gabon	RDGC	Agriculture	991,095.00	2/10/2017	
59.	ETUDE D'UN PROJET D'APPUI AU PROGRAMME GRAINE-PHASE 2	Gabon	RDGC	Agriculture	993,878.00	2/10/2017	
60.	PRO. APPUI DEV. INF. RIZ - MIC (PADIACN)	Gabon	RDGC	Agriculture	477,488.61	1/20/2011	3/31/2013
61.	ETUDE DE PREPARATION DU PROGRAMME APPUI A L'INITIATIVE GABON	Gabon	RDGC	Agriculture	1,199,000.00	6/30/2016	12/31/2017
62.	APPUI TECHNIQUE AU PROGRAMME NATIONAL D'EVALUATION ENVIRONNE	Gabon	RDGC	Environment	967,360.92	2/14/2017	3/31/2018
63.	ENQUETE NATIONALE SUR EMPLOI ET CHOMAGE	Gabon	RDGC	Social	499,942.74	6/4/2009	3/31/2011

64.	MIC - RENFORCEMENT DE LA CAISSE NATIONALE D'ASSURANCE MALADI	Gabon	RDGC	Social	498,724.00	10/15/2010	12/31/2011
65.	MIC - REALISATION DE L'ENQUÊTE DEMOGRAPHIQUE ET DE SANTE 201	Gabon	RDGC	Social	447,139.00	2/4/2011	12/31/2012
66.	PROJET APPUI CHAMBRE DE COMMERCE DU GABON	Gabon	RDGC	Multi-Sector	785,168.00	10/14/2014	6/30/2017
67.	ETUDE EN APPUI A L'ELABORATION D'UN PROGRAMME NATIONAL DE BO	Gabon	RDGC	Multi-Sector	100,000.00	8/3/2004	
68.	PROJET D'APPUI À LA MISE EN PLACE D'UN DISPOSITIF D'INCUBATE	Gabon	RDGC	Multi-Sector	799,107.00	5/14/2014	6/30/2016
69.	PROMOTION DES INVESTISSEMENTS DANS LES FILIERES PORTEUSES CA	Gabon	RDGC	Multi-Sector	799,274.00	6/3/2016	
Total MIC Operations in Gabon					**8,558,177.27**		
70.	KENYA TOWNS SUSTAINABLE WATER SUPPLY AND SANITATION PROGRAM	Kenya	RDGE	Water Sup/Sanit	1,200,000.00	11/9/2016	
Total MIC Operations in Kenya					**1,200,000.00**		
71.	MIC GRANT REVIEW OF OULTLINE PLANNING SCHEMES FOR MUNICIPAL	Mauritius	RDGS	Transport	600,000.00	7/24/2007	8/31/2009
72.	FEASIBILITY STUDY OF THE ISLAND CONTAINER TERMINAL	Mauritius	RDGS	Transport	1,180,000.00	5/27/2015	2/28/2018
73.	TECHNICAL ASSISTANCE AND CAPACITY DEVELOPMENT FOR DAM DEVELO	Mauritius	RDGS	Water Sup/Sanit	300,000.00	4/22/2014	10/31/2016
74.	WASTEWATER MASTER PLAN STUDY	Mauritius	RDGS	Water Sup/Sanit	562,890.00	6/1/2009	12/31/2011
75.	HEALTH SECTOR REVIEW	Mauritius	RDGS	Social	163,396.00	7/16/2008	8/31/2009
76.	MIC GRANT IN SUPPORT OF REFORM PROGRAM	Mauritius	RDGS	Multi-Sector	186,931.00	7/18/2006	
77.	STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	Mauritius	RDGS	Multi-Sector	490,600.00	6/3/2011	6/30/2014
78.	MIC GRANT SUPPORTING THE MAURITIUS COMPETITIVENESS AND PUBLI	Mauritius	RDGS	Multi-Sector	300,000.00	2/9/2010	6/30/2011
79.	MIC GRANT SUPPORTING DEBT Management	Mauritius	RDGS	Multi-Sector	296,013.00	12/9/2010	12/31/2014
Total MIC Operations in Mauritius					**4,079,830.00**		
80.	MIC - PROJET DE SAUVEGARDE ET DE DEVELOPPEMENT SOCIO-TERRITO	Morocco	RDGN	Agriculture	496,000.00	4/28/2009	5/31/2011
81.	MIC - APPUI TECHNIQUE AU DEVELOPPEMENT DES INFRASTRUCTURE D'	Morocco	RDGN	Agriculture	494,200.00	2/21/2011	6/30/2013
82.	ASSISTANCE TECHNIQUE POUR LA PROMOTION DES JEUNES ENTREPRENE	Morocco	RDGN	Agriculture	497,200.00	1/12/2012	10/31/2014
83.	ELABORATION D'UN PROGRAMME DE CONFORTEMENT ET DE REPARATION	Morocco	RDGN	Transport	600,000.00	4/1/2010	
84.	ETUDE SCHÉMA DIRECTEUR AEP MOULOUYA	Morocco	RDGN	Water Sup/Sanit	204,994.00	1/10/2013	12/31/2014
85.	PROJET D'APPUI À L'AMÉLIORATION DU SYSTÈME DE GARANTIE AU MA	Morocco	RDGN	Finance	464,988.00	1/19/2011	12/31/2013
86.	PROJET DE RENFORCEMENT DU CADRE DE REGULATION ET DE contrôle	Morocco	RDGN	Finance	480,350.00	12/13/2010	12/31/2012
87.	PROJET DE MODERNISATION DU CADRE ORGANISATIONNEL DE GESTION	Morocco	RDGN	Finance	536,976.00	2/27/2013	12/31/2018
88.	PROJET D'ELABORATION DU CODE MONETAIRE ET FINANCIER	Morocco	RDGN	Finance	489,258.00	9/20/2012	12/31/2015
89.	MIC-ETUDE SUR LA STRATEGIE DE DEVELOPPEMENT DE L'ENSEIGNEMEN	Morocco	RDGN	Social	470,406.00	3/11/2011	12/31/2012
90.	MIC - APPUI UNIVERSITÉ NUMÉRIQUE A L'UNIVERSITE INTERNATIONA	Morocco	RDGN	Social	774,600.00	10/10/2013	
91.	MIC-SYSTEME D'INFORMATION POUR L'AMELIORATION DE LA GOUVERNA	Morocco	RDGN	Social	398,000.00	1/29/2016	6/30/2018
92.	MIC - APPUI TECHNIQUE POUR L'ÉLABORATION D'UN SYST D'INFOR D	Morocco	RDGN	Social	380,800.00	7/30/2013	12/31/2016
93.	ASSISTANCE TECHNIQUE EN FAVEUR DE L'AGENCE NATIONALE DE L'AS	Morocco	RDGN	Social	600,000.00	9/29/2006	12/31/2007
94.	ASSISTANCE TECHNIQUE EN FAVEUR DE LA CAISSE NATIONALE DES OR	Morocco	RDGN	Social	600,000.00	8/31/2006	12/31/2007
95.	ETUDE SUR LA CONCEPTION D'UN NOUVEAU SYSTEME DE REMUNERATION	Morocco	RDGN	Social	188,000.00	11/27/2006	

96.	ETUDE CROISSANCE EMPLOI MAROC	Morocco	RDGN	Multi-Sector	587,200.00	6/27/2012	12/31/2014
97.	PROJET D'APPUI AU RENFORCEMENT DES CAPACITÉS DE LA COUR DES	Morocco	RDGN	Multi-Sector	792,000.00	11/25/2015	
98.	ETUDE STRATEGIQUE DE LA DTFE	Morocco	RDGN	Multi-Sector	797,600.00	5/21/2015	12/31/2017
99.	APPUI À LA MISE EN PLACE ET L'OPERATIONN	Morocco	RDGN	Multi-Sector	799,200.00	7/14/2015	12/31/2017
100.	PROJET D'APPUI A MAROC EXPORT	Morocco	RDGN	Multi-Sector	630,000.00	7/2/2016	12/31/2018
Total MIC Operations in Morroco					**11,281,772.00**		
101.	BOTSWANA/ZAMBIA - SADC NORTH-SOUTH CORRIDOR IMPROVEMENT STUD	Multinational	RDGS	Transport	600,000.00	2/5/2007	12/31/2009
102.	MULTINATIONAL ROAD DOUSSALA-DOLISIE	Multinational	RDGC	Transport	325,429.00	3/28/2011	7/31/2013
103.	CREATION D'UNE COMMUNAUTE ECONOMIQUE REGIONALE POUR L'UNION	Multinational	RDGN	Multi-Sector	285,000.00	5/24/2007	
104.	APPUI INSTITUTIONNEL AU SECRETARIAT GENERAL DE L'UNION DU MA	Multinational	RDGN	Multi-Sector	500,000.00	4/30/2009	12/31/2010
105.	APPUI AU SG DE L'UMA - PHASE 2	Multinational	RDGN	Multi-Sector	495,365.00	5/8/2015	12/31/2017
106.	PIDA CAPACITY BUILD. PROJECT INFRAST AUC	Multinational	RDGS	Multi-Sector	600,000.00	12/12/2013	12/31/2016
107.	PROJET D'APPUI A LA TRANSFORMATION DU CAFRAD (PAT-CAFRAD)	Multinational	RDGN	Multi-Sector	479,000.00	3/29/2017	
108.	ETUDE SUR L'INSTAURATION D'UNE ZONE DE LIBRE ECHANGEENTRE LE	Multinational	RDGN	Multi-Sector	100,000.00	10/19/2004	
Total MIC Operations - Multinational					**3,384,794.00**		
109.	BRUKKAROS GREEN SCHEME PROJECT PREPARATION GRANT UNDER MIC F	Namibia	RDGS	Agriculture	100,000.00	10/27/2005	
110.	SUPPORT TO AQUACULTURE DEVELOPMENT	Namibia	RDGS	Agriculture	259,812.24	6/5/2009	3/30/2011
111.	NAMIBIA AIRPORT STUDY	Namibia	RDGS	Transport	594,000.00	7/20/2010	12/30/2011
112.	NEW PORT OF WALVIS BAY CONTAINER TERMINAL PROJECT - GRANT	Namibia	RDGS	Transport	1,000,000.00	7/22/2013	12/31/2017
113.	MIC - SUPPORT TO DEVELOPMENT OF NATIONAL HUMAN RESOURCE PLAN	Namibia	RDGS	Social	600,000.00	10/9/2009	3/31/2011
114.	MIC - SUPPORT TO THE NAMIBIA NATIONAL COUNCIL ON HIGHER EDUC	Namibia	RDGS	Social	396,985.00	2/3/2016	6/30/2018
115.	SUPPORT FOR ESTABLISHMENT OF THE NATIONAL MEDICAL BENEFIT FU	Namibia	RDGS	Social	500,000.00	3/12/2012	12/31/2013
116.	STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	Namibia	RDGS	Multi-Sector	490,600.00	7/7/2011	6/30/2014
117.	MIC GRANT INSTITUTIONAL STRENGTHENING FOR PPP	Namibia	RDGS	Multi-Sector	787,681.00	7/8/2015	
Total MIC Operations in Namibia					**4,729,078.24**		
118.	ASSET MAPPING OF ECONOMIC OPPORTUNITIES IN NIGERIA-MIC GRANT	Nigeria	RDNG	Agriculture	516,000.00	5/30/2014	6/30/2015
119.	TRANSACTION ADVISORY SUPPORT TO THE NIGERIAN FED. MIN. OF AG	Nigeria	RDNG	Agriculture	367,700.00	5/8/2015	4/30/2016
120.	MIC-GRANT SUPPORT TO BANK OF AGRICULTURE (BOA) LIMITED	Nigeria	RDNG	Agriculture	715,328.00	5/5/2016	6/30/2018
121.	MIC GRANT STRENGTHENING OF FEDERAL MINISTRY OF AGRICULTURE A	Nigeria	RDNG	Agriculture	507,246.00	5/18/2016	12/30/2017
122.	SUPPORT FOR NIGERIAN EXTRACTIVE INDUSTRIES TRANSPARENCY INIT	Nigeria	RDNG	Finance	146,010.31	6/10/2015	6/30/2017
123.	TRADE MISPRICING THE HIDDEN DRAINAGE OF RESOURCES OUT OF NIG	Nigeria	RDNG	Finance	189,810.95	11/18/2014	6/30/2015
124.	MIC-TAF: REHABILITATION OF INDUSTRIAL CLUSTERS AS A DRIVER O	Nigeria	RDNG	Multi-Sector	423,600.00	11/8/2016	
125.	CAPACITY DEVELOPMENT PROGRAM FOR MEMBERS OF THE NASS COMMITT	Nigeria	RDNG	Multi-Sector	144,755.00	3/28/2014	
126.	SUB-NATIONAL DEBT MANAGEMENT CAPACITY BUILDING PROJECT (SUBD	Nigeria	RDNG	Multi-Sector	795,789.48	1/24/2017	
Total MIC Operations in Nigeria					**3,806,239.74**		
127.	AGRICULTURE SECTOR STUDY	Seychelles	RDGE	Agriculture	649,400.00	2/27/2013	6/30/2014

128. MARICULTURE MASTER PLAN	Seychelles	RDGE	Agriculture	279,973.00	6/8/2010	
129. SEYCHELLES - LA GOGUE WATER SUPPLY STUDY	Seychelles	RDGE	Water Sup/Sanit	600,000.00	12/8/2011	9/30/2013
130. MAHE SUSTAINABLE WATER AUGMENTATION PROJECT	Seychelles	RDGE	Water Sup/Sanit	1,200,000.00	4/1/2015	
131. SEYCHELLES EAST AFRICA SUBMARINE CABLE LINK PROJECT/STUDY	Seychelles	RDGE	Communications	292,185.00	2/18/2009	12/31/2009
132. DEVELOPMENT OF QUALITY OF SERVICE STANDARDS AND REGULATIONS	Seychelles	RDGE	Communications	102,000.00	11/3/2014	6/30/2016
133. STRENGTHENING FINANCIAL MARKET	Seychelles	RDGE	Finance	503,416.00	7/8/2015	
134. MIC - SUPPORT FOR THE HUMAN RESOURCES DEVELOPMENT STRATEGY A	Seychelles	RDGE	Social	502,415.00	4/15/2014	3/31/2017
135. STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	Seychelles	RDGE	Multi-Sector	490,600.00	4/13/2011	6/30/2014
136. TA FOR DEVELOPMENT OF PPP LEGAL, REGULATORY AND OPERATIONAL	Seychelles	RDGE	Multi-Sector	372,739.00	11/14/2014	6/30/2017
137. TA GRANT FOR THE NEEDS ASSESSMENT STUDIES FOR THE ESTABLISHMENTOFTHE SEYCHELLES UNIVERSITY SYSTEM	Seychelles	RDGE		600.000.00		
Total MIC Operations in Seychelles				**5,492,728.00**		
138. BBI MIC GRANT REQUEST	South Africa	RDGS	Communications	798,000.00	2/21/2014	12/31/2014
139. MIC - EDUCATION FOR SUSTAINABLE DEVELOPMENT IN NATURAL MINER	South Africa	RDGS	Social	205,950.00	2/19/2016	
140. ENTERPRISE DEVELOPMENT PILOT PROJECT	South Africa	RDGS	Social	1,200,000.00	4/23/2015	6/30/2018
141. STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	South Africa	RDGS	Multi-Sector	490,600.00	7/7/2011	6/30/2014
142. SOUTH AFRICA MUNICIPAL FINANCIAL MANAGEMENT TECHNICAL ASSIST	South Africa	RDGS	Multi-Sector	683,527.00	9/7/2016	12/31/2018
143. DEVELOPMENT OF SA OSBP STRATEGY	South Africa	RDGS	Multi-Sector	178,000.00	12/22/2011	8/31/2014
Total MIC Operations in South Africa				**3,556,077.00**		
144. NATIONAL TRANSPORTATION MASTER PLAN STUDY	Swaziland	RDGS	Transport	354,000.00	10/25/2009	12/31/2011
145. MANZINI-MBADLANE HIGHWAY PROJECT	Swaziland	RDGS	Transport	1,200,000.00	5/28/2014	
146. WSS STUDY ON LAVUMISA-NSALITJE CORRIDOR	Swaziland	RDGS	Water Sup/Sanit	462,627.00	5/17/2007	12/31/2008
147. MBABANE MANZINI CORRIDOR (NONDVO) MULTIPURPOSE DAM STUDY	Swaziland	RDGS	Water Sup/Sanit	797,416.00	12/21/2015	12/31/2018
148. ENERGY SECTOR TECHNICAL ASSISTANCE PROGRAM	Swaziland	RDGS	Power	718,000.00	12/8/2014	12/31/2016
149. HEALTH SECTOR STUDY	Swaziland	RDGS	Social	500,000.00	4/10/2006	12/31/2008
150. MIC GRANT TO MAP HIV/AIDS INTERVENTIONS	Swaziland	RDGS	Social	300,000.00	6/13/2008	12/31/2009
151. ECONOMIC DIVERSIFICATION STUDY	Swaziland	RDGS	Multi-Sector	298,600.00	4/12/2010	6/30/2011
152. STATISTICAL CAPACITY BUILDING PROGRAMME - PHASE II (SCB II)	Swaziland	RDGS	Multi-Sector	490,600.00	2/1/2012	6/30/2014
153. INSTITUTIONAL SUPPORT TO ESTABLISH THE SWAZILAND REVENUE AUT	Swaziland	RDGS	Multi-Sector	492,677.00	11/28/2006	12/31/2008
154. TA FOR PUBLIC FINC MGMT REFORMS	Swaziland	RDGS	Multi-Sector	478,452.00	11/3/2011	12/31/2013
Total MIC Operations in Swaziland				**6,092,372.00**		
155. PREPARATION DU PDAI DE KAIROUAN SUR FONDS MIC	Tunisia	RDGN	Agriculture	75,160.00	4/30/2004	
156. DON MIC - PDAI DE GABÈS ET GAFSA	Tunisia	RDGN	Agriculture	380,000.00	7/26/2012	12/31/2014
157. DON MIC - ETUDES DE PRÉPARATION DU PROJET 500 KM DE PISTES A	Tunisia	RDGN	Agriculture	787,000.00	12/18/2013	12/31/2016
158. ETUDE-GESTION DES RISQUES ET MISE EN PLACE D'UN SYSTÈME D'AS	Tunisia	RDGN	Agriculture	325,000.00	8/2/2016	12/31/2018
159. DON MIC POUR LA PREPARATION DU PDAI DE ZAGHOAUN	Tunisia	RDGN	Agriculture	390,000.00	10/27/2014	6/30/2017
160. MIC - APPUI AUX GDA	Tunisia	RDGN	Agriculture	587,138.00	10/20/2009	12/31/2014
161. TRANSFORMATION STRUCTURELLE ET APPUI AUX CRENEAUX	Tunisia	RDGN	Ind/Mini/Quar	798,310.00	8/14/2015	

	PORTEURS						
162.	PROJET D'APPUI À LA MISE EN PLACE D'UNE POLITIQUE INDUSTRIEL	Tunisia	RDGN	Ind/Mini/Quar	791,830.00	8/14/2015	
163.	ETUDE STRATREGIE SECURITE ROUTIERE	Tunisia	RDGN	Transport	1,000,000.00	9/30/2013	12/31/2016
164.	ETUDE DU PLAN DIRECTEUR NATIONAL DES TRANSPORTS A L'HORIZON	Tunisia	RDGN	Transport	800,000.00	7/14/2014	6/30/2018
165.	PROJET DE MODERNISATION DES INFRASTRUCTURES ROUTIERES (PMIR)	Tunisia	RDGN	Transport	1,200,000.00	10/28/2015	
166.	AMELIORATION TAUX D'AEP- BIZERTE ET BEJA	Tunisia	RDGN	Water Sup/Sanit	460,225.31	9/28/2009	12/31/2012
167.	ETUDE DE PCI DANS LE GRAND TUNIS	Tunisia	RDGN	Water Sup/Sanit	579,558.00	10/6/2009	12/31/2012
168.	ETUDE STRATEGIE ASSAINISSEMENT TUNISIE	Tunisia	RDGN	Water Sup/Sanit	574,988.00	12/4/2009	12/31/2012
169.	APPUI A LA MISE EN OEUVRE DE L'E-GOVERNMENT ET OPEN-GOVERNE	Tunisia	RDGN	Communications	683,550.00	12/20/2012	12/31/2014
170.	MIC-ETUDE STRATEGIQUE PORTANT SUR LE DEVELOPPEMENT DES INDUS	Tunisia	RDGN	Social	271,493.00	11/22/2010	12/31/2013
171.	ETUDE SUR LA FAISBILITE DU TECHNOPOLE DE SIDI THABET	Tunisia	RDGN	Social	100,000.00	6/3/2004	
172.	DÉVELOPPEMENT DE LA STRATÉGIE D'EXPORTATION DES SERVICES DE	Tunisia	RDGN	Social	526,583.00	10/9/2009	12/31/2011
173.	MIC - PROJET D'APPUI A LA PROMOTION DES INVESTISSEMENTS ET D	Tunisia	RDGN	Social	296,373.00	6/3/2015	6/30/2018
174.	MIC- ETUDE SUR LES MALADIES EMERGENTES & RE-EMERGENTES RENF	Tunisia	RDGN	Social	581,223.00	11/3/2009	12/31/2013
175.	MIC ETUDE DE RENFORECEMENT DE L'INTEGRATION COMMERCIALE DE L	Tunisia	RDGN	Multi-Sector	323,377.00	9/24/2010	12/31/2012
176.	STATISTICA CAPACITY BUILDING PROGRAM PHASE II (SCB II)	Tunisia	RDGN	Multi-Sector	490,600.00	3/30/2011	
177.	PROJET D'APPUI A L'OPERATIONNALISATION DU PLAN D'ACTION DE L	Tunisia	RDGN	Multi-Sector	530,100.00	12/27/2013	12/31/2016
178.	OPERATIONALISING PPPS IN TUNISIA (PPP ADVISORY)	Tunisia	RDGN	Multi-Sector	789,000.00	6/14/2013	12/31/2016
179.	APPUI A L'INSTITUT TUNISIEN DE LA COMPETITIVITE ET DES ETUDE	Tunisia	RDGN	Multi-Sector	198,848.00	12/3/2009	
180.	ETUDE D'EVALUATION DU SYSTEME DE MICROCREDIT BTS	Tunisia	RDGN	Multi-Sector	139,484.00	1/6/2010	12/31/2011
Total MIC Operations in Tunisia					**13,679,840.31**		
181.	MIC TAF GRANT LUSWISHI FARM BLOCK	Zambia	RDGS	Agriculture	720,000.00	3/22/2016	
182.	MIC TAF GRANT YOUTH IN AGRIBUSINESS AND AGRICULTURE COMMODIT	Zambia	RDGS	Agriculture	790,000.00	4/26/2016	6/30/2018
183.	INTEGRATED SMALL TOWNS WATER AND SANITATION PROJECT	Zambia	RDGS	Water Sup/Sanit	1,200,000.00	11/18/2016	
Total MIC Operations in Zambia					**2,710,000.00**		

Annex 4: Evaluation Matrix

Relevance			
Evaluation Questions	**Sub-questions**	**Indicators**	**Sources of Information**
1.1 To what extent did the design of the MIC TAF interventions align with the purpose and objectives of the Fund in beneficiary MICS?	What are the objectives of the MIC TAF? To what extent do the objectives of the interventions align with these objectives?	Objectives of the interventions under review	Intervention's objectives available in the appraisal reports.
	Did the project's objectives fall within the areas of focus set out in the applicable MIC-TAF Guidelines at the time of approval?	Distribution of MIC TAF projects by areas of focus	MIC TAF Guidelines; MIC TAF Request; Request for Approval Memorandum
	Does the MIC TAF have specific objectives in each of the beneficiary MIC? If yes, do the interventions carried out in these countries align with these objectives	Specific objectives formulated for the TAF in the CSP	CSP, Appraisal reports
1.2 To what extent are the MIC TAF interventions aligned with the policies and strategies at the (i) AfDB level and (ii) national level?	Did the project's objectives fall within the Bank's operational priorities?	Project's objectives; Bank policy and strategy statements	AfDB Medium Term Strategy, High 5s, Regional, Sector and Country Strategy Papers
	To what extent are the projects aligned with national priorities?	National/sectoral policy objectives; objectives of the TAF projects; evidence of government commitment or support to the project.	MIC TAF Request; Request for Approval Memorandum Gvt Policy/Strategy papers, Bank Policy/Strategy papers, Interviews/surveys.
1.3 How robust are the design of MIC TAF interventions with regard to assumptions, risks, and mitigation measures?	Were risks, assumptions etc. identified? Did the risks and mitigation measures identified in the project design, materialize and how did these affect the project? How did the intervention adapt to unexpected changes in the context?	Evidence of ex ante explicit assumptions and risk identification; Evidence of important changes in the political, economic or environmental context; Evidence of project's objectives and/or implementation procedures adaptation to these changes	Projects Intervention logics, logical framework; PCR, PCRN, annual reports, Supervision reports, interviews, surveys, field case studies
1.4 How consistent and complementary were the MIC TAF interventions with ongoing	Did the project support ongoing operations?	TAF projects objectives; Ongoing operations objectives or identified implementation problems.	MIC TAF Request; Request for Approval Memorandum; Country Strategy Paper; Supervision

operations in the country?	Was the project intended to support future operations identified in the Country Strategy Paper?	TAF projects objectives; Planned operations objectives and implementation expected challenges.	reports of major AfDB projects in the country. Projects pipeline in the country. Interviews
Effectiveness			
2.1 To what extent were MIC TAF's strategic objectives as a Fund achieved, through effective implementation of its interventions?	What are the strategic objectives of the MIC TAF? How can we assess the extent to which they have been reached? To what extent do we find evidence that MIC TAF financed interventions have contributed to this evolution?	Number of MIC TAF projects with "above the line" rating for "relevance" and "effectiveness"; number of projects supporting ongoing operations; number of projects contributing to approval of subsequent operations	MIC TAF Intervention logic (see EQ 1.1) MIC TAF guidelines+ revised version; desk review of individual operations: PCR, Evaluations, Surveys; Interviews Justification of the board decision not to replenish the fund after FY 2016.
2.2 To what extent has the MIC TAF contributed to improving performance - at the level of timeliness, implementation progress and cost effectiveness - of AfDB's pipeline in those targeted countries?	Have MIC TAF operation contributed to the improvement (continuation, progress, scale up, etc) of existing operations ?	survey results	Surveys of AfDB and client countries, interviews in Abidjan and during field mission
2.3 To what extent have MIC TAF grants contributed to the identification of new business opportunities for the AfDB in MICs?	Was there subsequent(s) operation linked to the MIC TAF project; How do we assess they are linked? Have MIC TAF operations generated new loans/ operations?	List of operation(s) linked to project; Evidence of links between these operations and the TA interventions. Portfolio analysis	PCR, PCRN, surveys of AfDB and client countries
2.4 To what extent have the interventions funded by the MIC TAF been technically sound?	How would you assess the quality of the technical and institutional design and of the implementation of the TAF intervention?	Evidence of management problems, conflicts with the partner administration, decision and implementation delays, budget overruns.	Evaluation notes and audit reports, PCR, Supervision reports, Surveys of AfDB and client countries, implementation progress of operations supported by or linked to the project.
2.5 To what extend has the MIC TAF operation been effective?	Have the outputs expected from the grant been delivered?	Delivery of planned outputs Identified outcomes	PCR, interviews, field vistis

	What were if any the unexpected outputs? Have the expected outcomes been achieved? What were the unexpected outcomes if any?		
Efficiency			
3.1 How responsive has the MIC TAF been in responding to funding requests from users?	How many days did it take for the Bank to approve an official MIC TAF request; What proportion of requests resulted in a grant? How many days between approval and actual starting date of the intervention's implementation?	Number of days between official request and AfDB approval; Number of grants requests received and number approved, Actual/expected implementation time frames	MIC TAF Request; Request for Approval Memorandum; PCR.
3.2 Has the MIC TAF responded adequately to the evolving needs of MICs?	What were the "needs of the MICs"; How did they evolve during the period. What were the outcomes of the TAF; To what extent did they meet the "needs of the MICs" during the period under review	The answer to this question will be mainly on the perception of the Bank's clients and task managers	Surveys and interviews (phone and field visits)
3.3 Were AfDB processes and procedures, as well as the internal coordination with other partners, adequate?	How do the AfDB processes and procedures related to the TAF compare with the ones applied by similar institutions? What are the main comments/ complaints of the TAF project teams, the clients, auditors… about the processes and procedures?	Staff, client and auditor comments in activity, supervision and audit reports as well as collected through surveys and interviews.	Surveys of AfDB staff and client; Appraisal reports, PCR; PCREN, Evaluation note, audit and supervision reports,
3.4 If any, how does the MIC TAF perform compared to similar funds in other multilateral institutions?	How do the MIC TAF compare with similar funds in terms of: decision/implementation delay, effectiveness (effect on the operation pipeline), efficiency (cost effectiveness)?	Indicators will be selected on the basis of indicators available in existing evaluations of similar funds (European Commission, EBRD, ADB)	Evaluation of similar funds with results of MIC TAF evaluation
Sustainability			
4.1 To what extent have these interventions contributed to long lasting, institutional capacity strengthening; improved political and governance environment, greater risk management and	What were the sustainability findings in the PCR and PCREN; what was the feedback from AfDB and client surveys. To what extent was the quality and quantity of the intervention pipeline maintained after the end of the TA in this country/ministry…? This question should	Sustainability ratings from PCR and PCRN, CSP evaluation and country assessments, evidences of (non)sustainability identified through comments provided through surveys and interviews.	PCR and PCRN; Surveys of AfDB and client; interviews.

resilience to exogenous factors in targeted countries?	only be applied to projects that have been closed down at least a few years ago.		
4.2 How sustainable are the funding mechanisms of the MIC TAF?	Interviews of appropriate officials		Annual funding of MIC TAF
Governance			
5.1 How is the governance framework for the MIC TAF assessed in the context of other similar funds at AfDB and in other multilateral institutions?	What are the similarities and differences between the governance framework of different funds and institutions, what are the reasons for the differences (different accountability mechanisms, sources of funding, organizational arrangements etc.), and what could be the consequence of these difference on efficiency and effectiveness?	Most significant differences with similar funds.	Guidance on similar funds in AfDB, WB, and ADB Interviews
5.2 To what extent has the MIC TAF developed a coherent results-based monitoring and evaluation system?	Were the reporting requirements in the Guidelines implemented? ; did the progress reports contain adequate information?; Were the projects evaluated as expected? To what extent can we find any transversal result synthesis/analysis?	% of interventions for which some critical monitoring information (to be identified) is available. A first indicator could be the ratio of completed project that have a Completion Report Evaluation Note per country of intervention and over the whole portfolio, all period covered and before and after 2012	Progress reports from beneficiaries; supervision reports; annual Management reports to the Board, PCREN, monitoring reports (if any), transversal result synthesis (per country, per sector…) if any.
5.3 What governance framework is suitable for MIC TAF going forward	what are the main weaknesses in the current governance; what are the options?		
5.4 What key lessons can be learnt, and recommendations drawn from the implementation of MIC TAF operations, and how can these be translated into better operational performance and engagement with MICs			

Annex 4: Project Review Template and Guidance

All MIC TAF interventions for which at least an appraisal report is available will be reviewed according to the following Project Review Template. This template selects the evaluation questions for which project level documents can provide relevant information. Sub question are therefore made project specific.

Available documents regarding the projects (e.g., Appraisal Report or Evaluation Note), as well as other relevant documents reviewed (AfDB Medium Term Strategy, High 5's Strategy, Regional and sector strategies, Country Strategy Paper, relevant national documents such as Poverty reduction strategy plans or sector plans) are quoted as relevant in order to support the rating.

Main Findings and/or Issues for Further Investigation are briefly summarized at the bottom of the template in order to contribute to mission agendas and/ or interviews elaboration when relevant.

The rating scale used for each criterion is a four-level scale. They build on rating scales used by the AfDB for evaluating its projects and allow full coherence with Project Completion Evaluation Notes when available.

These ratings will allow for subsequent horizontal analysis of the projects sample for each evaluation question.

The template presented hereunder takes the review of project P-MA-EAZ-004 in Morocco as an example for illustration purposes.

Finance project	Country	Long name	Amount approved	Approval Year	Approval date	Original Closing Date	Status of Project
P-MA-EAZ-004	Morocco	ETUDE SCHÉMA DIRECTEUR AEP MOULOUYA		2013	10/01/2013	31/12/2014	CLSD
Priority Area		Project preparation					
Sector		Water Sup/Sanit					
Sub-Sector		More Than One Water Supply Sub-Sector					
Projects documents available (all have been reviewed)		Appraisal report, Completion Report Evaluation Note					

Evaluation Questions	Sub-questions	Evidence	Rating out of 4
Relevance			

1.1 To what extent did the design of the MIC TAF interventions align with the purpose and objectives of the Fund in beneficiary MICs?	To what extent do the objectives of the interventions align with the MIC TAF objectives? (Please state the project's objectives)	According to the Appraisal report, this study aims to plan drinkable water access as well as map the needs and resources to cover the long-term needs in water. Its results will enable to solve the water problems that arise from the important economic growth of the region. Appraisal report *: 1.2.2 Cette étude a pour objectif la planification de l'alimentation en eau potable afin d'assurer la pérennisation du service d'AEP dans cette région. Elle vise également à élaborer le bilan besoins/ressources de la zone d'étude et d'identifier les schémas de desserte pour couvrir les besoins en eau à long terme des localités urbaines et rurales de la zone d'étude tout en établissant un diagnostic exhaustif de la situation actuelle en matière d'alimentation en eau potable.* *1.2.3 Ses résultats permettront de déterminer les solutions idoines aux problèmes relatifs à la desserte en eau et à l'impact sur les ressources en eau de la Région, engendrés par l'impressionnant essor économique que celle-ci connaît.*	4
	Did the project's objectives fall within the areas of focus set out in the applicable MIC-TAF Guidelines at the time of approval?	Yes, "Project preparation" focus area	
	Does the MIC TAF have specific objectives this beneficiary MIC? If yes, does this intervention align with these objectives?	The 2012-2016 CSP for Morocco includes a paragraph on non-loans operations. These shall support studies and technical assistance to support the CSP objectives, enhance the dialogue between the Bank and the government and the quality of the Bank's pipeline. The non-loans operations will support the country's efforts towards inclusive growth by contributing to identify the necessary reforms to promote entrepreneurship in rural areas and sector with a high employment creation potential. This project is aligned with the objectives of identifying necessary reforms to support growth and to enhance the Bank's pipeline's quality by mapping needs and resources. CSP 2012-2016: "*Opérations hors prêts* *3.2.10 Une grande priorité sera accordée aux études économiques et sectorielles et aux opérations d'assistance technique pour soutenir la réalisation des objectifs du DSP. Il s'agit d'accompagner la mise en oeuvre des opérations financées par la Banque en vue d'améliorer le dialogue avec le Gouvernement et la qualité à l'entrée du portefeuille, facteurs essentiels de durabilité de l'action de la Banque. Par le biais des opérations hors prêts, la Banque appuiera les efforts du pays visant à asseoir les bases d'une croissance inclusive, en contribuant à l'identification des réformes nécessaires à la promotion de l'entreprenariat en milieu rural et des secteurs à fort potentiel de création d'emplois, dont le ciblage permettra de générer une dynamique nouvelle de transformation"*	

1.2 To what extent are the MIC TAF interventions aligned with the policies and strategies at the (i) AfDB level and (ii) national level?	Did the project's objectives fall within the Bank's operational priorities based on AfDB Strategy, CSP, and sector strategies? (Please identify specific component or pillar of the Bank, CSP, and sector strategies and priorities.)	According to the PCER, this project is perfectly aligned with the CSP's second pillar regarding support to green infrastructures, as well as third pillar regarding access to basic infrastructure such as water. PCER: *"Alignement avec le DSP 2012-2016. [...]La Banque a décidé de financer ce projet afin d'appuyer la concrétisation de la stratégie de l'Office. La stratégie de la Banque au Maroc pour la période 2012-2016 était bâtie sur deux piliers: (1) le renforcement de la gouvernance et de l'inclusion sociale; et (2) le soutien au développement des infrastructures "vertes". Ce dernier pilier concerne plus spécifiquement: (i) le soutien à la croissance verte - énergie propre, gestion de l'eau; (ii) l'appui à la compétitivité logistique - mise è niveau des infrastructures; et (iii) le soutien à l'accès des populations aux infrastructures de base - eau et assainissement, énergie, transports (DSP 2012-2016, p.15). Ainsi, l'étude en question était en parfaite conformité avec le DSP 2012-2016, notamment avec le 2ème pilier relatif au soutien au développement des infrastructures "vertes" (RE, p.3). «*	4
	To what extent are the projects aligned with national priorities (please specify government priorities and relevant program)?	This study is part of the National Office for Electricity and Drinkable Water's (ONEE -Office National de l'Electricité et de l'Eau Potable) first pillar that aims to ensure long term access to drinkable water in urban areas. More broadly, water is key in Morocco both due to climate and to the stress that current economic growth puts on this rare resource. PCER: *"Au Maroc, l'alimentation en eau potable a toujours été une préoccupation fondamentale […]. Le pays a dû faire face ces 30 dernières années à 3 cycles de sécheresse ayant duré chacun 4 années consécutives. Ceci a fragilisé considérablement le pays […]. De plus, les conditions socio-économiques de l'utilisation de l'eau ont notablement changé depuis plusieurs décennies […]. Ceci a entraîné un accroissement rapide de la demande en eau potable. Conformément à la vision du gouvernement en matière de développement du secteur de l'eau adoptée en 2009, l'ONEE-Branche Eau s'est fixé une stratégie basée sur: (i) la pérennisation et la sécurisation de l'alimentation en eau potable en milieu urbain; (ii) la généralisation de l'accès à l'eau potable en milieu rural conformément au principe de droit à l'eau; et (iii) l'intervention active et soutenue dans le domaine de l'assainissement liquide et la préservation de l'environnement. C'est dans le cadre du premier axe de cette stratégie que l'Office planifie de réaliser des études de plan directeur d'AEP[…].La finalité de telles études est de trouver des solutions adéquates de renforcement des ouvrages de production d'eau potable pour assurer la pérennisation du service, et ce en se basant bien entendu sur les orientations des Plans Directeurs d'Aménagement Intégré des Ressources en Eau (PDAIRE) des différentes Agences des Bassins Hydrauliques (ABH), notamment en matière d'allocation des ressources (RE, p.1). Le projet-don PRI de la Banque en soutien à l'ONEE-Branche Eau pour conduite l'étude du Plan Directeur AEP de la Zone Nord du Bassin Hydraulique de la Moulouya intervient dans ce cadre."*	
2.4 To what extent have the interventions funded by the MIC TAF been	How relevant was the project design to the project objectives?	N/A as this is a study	N/A

technically sound?	How would you assess the quality of the technical and institutional design and of the implementation of the TAF intervention?	The deliverables of this project have been delivered in due time	
1.3 How robust are the design of MIC TAF interventions with regard to assumptions, risks, and mitigation measures?	Were risks, assumptions etc. identified? Did the risks and mitigation measures identified in the project design, materialize and how did these affect the project? How did the intervention adapt to unexpected changes in the context?	A log frame was developed at appraisal stage. However, and this is highlighted by the PCER, the expected outcomes set were out of touch with the possible impact of the project itself which only consisted in a study (outcomes regarded availability of water etc) . The PCER also highlights that risks are listed without mitigation measures	3
1.4 How consistent and complementary were the MIC TAF interventions with ongoing development operations in the country? How do these add value to what other donors are doing in the countr?	Did the project support ongoing operations?	It was complementary to them as the bank has a long history of supporting projects in the water sector	3
	Was the project intended to support future operations identified in the Country Strategy Paper?	Yes, with the aim of informing their design and thereby enhancing their quality Appraisal report: 1.*3.7 Il est par ailleurs à rappeler que les recommandations du rapport combiné d'achèvement du DSP et de la revue du portefeuille, avaient souligné la nécessité pour la Banque de réaliser des études techniques préalables afin d'améliorer la qualité en amont des projets. L'étude proposée, qui est la première opération mise en place dans le cadre du FATPRI en partenariat avec l'ONEE (pôle Eau) dans le secteur de l'eau potable, permettra de mettre en œuvre lesdites recommandations et de bien définir les besoins de la région pour les années futures, ainsi que les actions à mettre en œuvre. De ce fait, l'étude en question pourra déboucher sur des projets structurants dans la région et qui peuvent être soumis à un financement de la Banque au titre de la coopération future.*	
Effectiveness			
2.1 To what extent were MIC TAF's strategic objectives as a Fund achieved, through effective implementation of its interventions?	To what extent did the project achieve the expected outputs?	Highly satisfactory	N/A as we lack ex post info to assess impact and set expected outcomes were irrelevant
	To what extent did the project achieve the intended outcomes?	As highlighted in the PCER, the expected outcomes set in the logframe were out of touch with the actual content of the project which only consisted in a study	
	To what extent did the project achieve its objectives?	This study was supposed to prepare future investment. However, we do not have info on the subsequent investments.	

	To what extent did the project contribute to the strategic objectives of the MIC TAF?	Idem	
2.2/2.3 To what extent have MIC TAF grants contributed to the identification of new business opportunities for the AfDB in MICs?	Was there subsequent(s) operation linked to the MIC TAF project?	This study was supposed to prepare future investment. However, we do not have info on the subsequent investments.	N/A
Efficiency			
3.1 How responsive has the MIC TAF been in responding to funding requests from users?	Was the time taken to respond to the government's request reasonable in the context of effective Fund administration?	Date of the funding request letter: February 20th, 2012 Approval date : 01/10/2013 Signature date : 05/22/2013 That is +/- 11 months from request to approval and +/- 4 months between approval and signature	Scale TBD Once several projects will gave been analysed and benchmarks identified
3.2 Has the MIC TAF responded adequately to the evolving needs of MICs?	To what extent did the project respond to the needs of MICs, both at project design and during implementation?	No evidence of changing needs during this project	N/A
3.3 Was the project implemented according to plan?	Was the projected completed within the planned time period? Was the project cost within budget?	Yes	4
Sustainability			
4.1 To what extent have these interventions contributed to long lasting, institutional capacity strengthening; improved political and governance environment, greater risk management and resilience to exogenous factors in targeted countries?	Are there institutional mechanisms to ensure sustainability of project results? Are there sufficient resources to sustain project results or implement project recommendations? Is there evidence of ownership of project results? To what extent will subsequent projects or programs linked to the project sustain project outcomes?	No specific information available but given high relevance and effectiveness, estimated most likely	3
Governance			

5.1 To what extent has the MIC TAF developed a coherent results-based monitoring and evaluation system?	Were the reporting requirements in the Guidelines implemented? Did the progress reports contain adequate information? Were there completion reports for closed/completed projects? Were the projects evaluated as expected?	The objectives set in the log frame were beyond the possible reach of the project, which makes it hard to follow up on them. The PCR is the only follow-up document available, and it only rates relevance despite the project being completed at the time of the PCER.	3
Main Findings and/or Issues for Further Investigation			
This is typically a project that aimed at paving the way for further investment. However, no information on the subsequent investments is available in the documentation, so it could be interesting to investigate during the mission and/or by other means such as surveys.			

Desk review rating scales

Relevance:

a.) Relevance of project objectives

4 – Highly Satisfactory: It is demonstrated that the project objectives do not have any shortcoming in their alignment with: i) the Bank's CSP, ii) other applicable Bank strategies, iii) the country's development strategies, and iv) the beneficiary needs.

3 –Satisfactory: It is demonstrated that the project objectives have minor shortcomings in the alignment with: i) the Bank's CSP, ii) other applicable Bank strategies, iii) the country's development strategies, and iv) the beneficiary needs.

2 – Unsatisfactory: It is demonstrated that the project objectives have major shortcomings in the alignment with two of the following: i) the Bank's CSP, ii) other applicable Bank strategies, iii) the country's development strategies, and iv) the beneficiary needs.

1 – Highly Unsatisfactory: It is demonstrated that the project objectives have major shortcomings in the alignment with all of the following: i) the Bank's CSP, ii) other applicable Bank strategies, iii) the country's development strategies, and iv) the beneficiary needs..

b.) Relevance of project design to achieve those objective

4 – Highly Satisfactory: The project design was fully conducive to achieving the project results. The original design was solid and remained appropriate throughout implementation; no adjustments to the scope, implementation arrangements or technical solutions were required to ensure the achievement of the intended outcomes and outputs.

3 – Moderately Satisfactory: The project design was moderately conducive to achieving the project results. The original design was to large extent, sound and remained appropriate throughout

implementation; adjustments to the scope, minor implementation arrangements or technical solutions were required and they were carried out in a timely manner to ensure the achievement of the intended outcomes and outputs.

2 –Unsatisfactory. From approval to closure, the design was marginally conducive to achieving the project results. The original design was weak and remained irrelevant. Major adjustments to the scope, implementation arrangements or technical solutions were required during implementation, but these were not done which negatively affected the achievement of the intended outcomes and outputs.

1 – Highly Unsatisfactory. The project design was fully not conducive to achieving the project results. The original design was weak and remained irrelevant during implementation. Major adjustments to the scope, implementation arrangements or technical solutions were required during implementation, but these were not done which negatively affected the achievement of the intended outcomes and outputs.

Effectiveness:

a.) Achievement of outputs

4 – Highly Satisfactory: Based on the output execution ratio all the project output targets were reached or are considered on track to be reached by the end of the project in accordance with quality standards.

3 – Satisfactory: Based on the output execution ratio between 75% and 99% of the project output targets were reached or are considered on track to be reached by the end of the project. Corrective actions for off track indicators were implemented in a timely manner to ensure that the end of project targets could be achieved in accordance with quality standards.

2 – Unsatisfactory: Based on the output execution ratio between 35% and 74% of the project output targets were reached or are considered on track to be reached by the end of the project. Corrective actions were not implemented and closely monitored for off track indicators. Poor performance jeopardized the achievement of one or more outcomes of the project.

1 – Highly Unsatisfactory: Based on the output execution ratio less than 35% of the project output targets were reached or are considered on track to be reached by the end of the project. Poor performance jeopardized the achievement of most expected outcomes and the possibility of stopping or suspending the project considered.

b.) Achievement of outcomes

4 – Highly Satisfactory: Taking into account the latest value of the outcome indicators and the analysis of other relevant exogenous risks/factors and assumptions, it is plausible to expect that all intended project outcomes were achieved or are likely to be achieved.

3 – Satisfactory: Taking into account the latest value of the outcome indicators and the analysis of other relevant exogenous risks/factors and assumptions, it is plausible to expect that most (>50%) intended project outcomes were achieved or are likely to be achieved.

2 –Unsatisfactory: Taking into account the latest value of the outcome indicators and the analysis of other relevant exogenous risks/factors and assumptions, it is plausible to expect that few (5-49%) intended project outcomes were achieved or are likely to be achieved.

1 – Highly Unsatisfactory: Taking into account the latest value of the outcome indicators and the analysis of other relevant exogenous risks/factors and assumptions, it is plausible to expect that very few (<5%) of the intended project outcomes were achieved or are likely to be achieved.

Efficiency:

4 – Highly Satisfactory: The ratio of planned implementation time (as per PAR) and actual implementation time from the date of effectiveness is >1. Outcomes/outputs are achieved at lower than planned costs.

3 – Satisfactory: The ratio of planned implementation time (as per PAR) and actual implementation time from the date of effectiveness is <1 and >= 0.9. Outcomes/outputs are achieved within 100-110% of planned costs.

2 – Unsatisfactory: The ratio of planned implementation time (as per PAR) from the date of effectiveness and actual implementation time from the date of effectiveness is <0.90 and ≥0.75. Outcomes/outputs were achieved at >110% and <=120% of planned costs.

1 – Highly Unsatisfactory: The ratio of planned implementation time (as per PAR) from the date of effectiveness and actual project implementation time from the date of effectiveness is <0.75. Outputs/outcomes were achieved at >120% of planned costs.

For Sustainability:

4- Highly Likely: The positive effects exceed expectations and sustainability risks are fully mitigated

3- Likely: The positive effects meet expectations and sustainability risks are low to medium

2- Not Likely : The positive effects are below expectations and sustainability risks are high

1- Highly Unlikely: The project had negative impacts that were not mitigated

For Governance:

4- Highly Satisfactory: HS rating in Relevance and Efficiency; M&E requirements were met; Bank responded well to emerging project issues

3- Satisfactory: S rating in Relevance and Efficiency; some deficiencies in M&E that were eventually rectified

2- Unsatisfactory: U rating in Relevance and Efficiency; significant deficiencies in M&E that were not rectified

1- Highly Unsatisfactory: HU rating in Relevance and Efficiency; significant deficiencies in M&E that were not rectified

Annex 5: Case Study Outline

Name of Project:
Country:
Sector:
Proposal Date:
Appraisal Date:
Approval Date:
Closing Date:
PCR Date:

1. **RELEVANCE**

    1.1 Relevance of Project Objectives
    1.2 Relevance of Project Design

2. **EFFECTIVENESS**

    2.1 Outputs
    2.2 Outcomes

3. **EFFICIENCY**

    3.1 Cost Effectiveness
    3.2 Timeliness

4. **SUSTAINABILITY**

    4.1 Technical
    4.2 Financial
    4.3 Institutional
    4.4 Environment and Social

5. **KEY FINDINGS**

6. **LESSONS**

7. **RECOMMENDATIONS**

Annex 6: *Country Case Study Methodology*

Country case studies will be conducted in South Africa, Tunisia, Gabon, and Morocco using completed projects as the unit of analysis. A review of the MIC TAF portfolio reveals that while South Africa and Tunisia has 2 and 12 completed projects, Gabon and Morocco has 6 and 9 completed projects respectively. The country case studies will, therefore, draw 2-3 projects in each of the aforementioned countries for in-depth analysis.

The selected projects for the country cases studies should ideally cut across MIC TAF's areas of focus (i.e., Capacity Building, Project Preparation, Regional Integration, Economic Sector Work and Private Sector Development) and reflect the country's economic development priorities (or outputs). In addition, the projects are expected to align with the Bank's focus areas as indicated in the respective Country Strategy Programmes (CSPs).

The OECD/DAC criteria will be deployed as the main analytical framework to assess the extent to which the predetermined outcomes and impacts of MIC TAF projects were achieved, and how they enabled the achievement of both the Bank and Country-level objectives. For instance, the case studies will examine the extent to which MIC TAF projects contributed to the realisation of the five focus areas highlighted in the 2011 MIC TAF Revised Guidelines; and how they enhanced the quality, volume, and competitiveness of the Bank's portfolio in the case study countries. Where available, this analysis should be complemented by the results-based logical framework of MIC TAF projects.

Information on various aspects of the MIC TAF will be elicited through structured and semi-structured interviews administered to Bank Task Managers, Country Project Managers, as well as key government officials in beneficiary countries. Collated responses will be triangulated and supplemented with a rigorous desk review of documents related to the MIC TAF and the country.

Instead of a standalone case study for each MIC TAF project within a country as envisioned in the Revised Inception Report, it is suggested that the 2-3 selected MIC TAF projects should be examined as a 'single' Case Study with a 'consolidated outline'. For example, the country case study can comprise of the following: i) A Country Background; ii) Rationale for the use of the MIC TAF Projects and its additionality (i.e., for economic diversification); iii) Analysis of selected MIC TAF projects under the same analytical themes such as relevance, effectiveness, efficiency, and sustainability; iv) A summary of key findings of all the examined MIC TAF projects, and v) Lessons learnt and recommendations for MIC TAF at both the Bank and Country level.

Annex 7: Interview Template – Country Counterpart

IDEV is performing an evaluation of the MIC TAF in order to assess the Fund's relevance, efficiency and effectiveness. We have requested feedback from your project managers through a survey. This interview seeks to secure feedback at the program level, focusing on systemic issues, areas of concern, and opportunities for improving Bank responsiveness.

1. What were the criteria for the selection of projects for MIC TAF funding?

    - link this question to the beneficiary survey and the main objectives of the MIC TAF
    - discuss project pipeline

2. How responsive was the Bank in responding to your request for funding?

    - link this question to the beneficiary survey results and analysis of time elapsed between funding request and Bank approval

3. What were the main issues during the preparation of MIC TAF projects?

    - Capacity constraints
    - Availability of resources or expertise
    - What was the role of the Bank at this stage

4. What were the main issues that emerged during implementation?

    - Institutional capacity
    - Bank support and monitoring
    - Changes in context
    - Poor project design
    - Transaction costs from Bank requirements (procurement, financial management, reporting)
    - Lack of quality consultants
    - Overall assessment of implementation

5. What were the main results from MIC TAF projects?

    - facilitation of new projects
    - support to ongoing projects
    - institutional strengthening
    - analytical work on important economic/institutional issues
    - private sector development
    - regional integrations

6. What are the main results expected from the pipeline projects?

    - discuss each of the projects in the pipeline

7. How sustainable are the MIC TAF project results?

8. Overall, what was the value added of the MIC TAF compared to alternative sources of financing projects.

For countries which do not have previous MIC TAF projects but have a pipeline, the following are the relevant questions:

1. What were the criteria for the selection of projects proposed for MIC TAF funding?

2. What were the reasons for approaching the MIC TAF for the proposed projects?

    - What are the alternative sources of funding?
    - What is the value added of the Bank?
    - Do you expect the Bank to finance follow-up projects to the MIC TAF projects?

3. What are the expected results from the MIC TAF projects?

Annex 8: Interview Template – Bank Managers/Executive Directors

IDEV is performing an evaluation of the MIC TAF in order to assess the Fund's relevance, efficiency and effectiveness. As part of the evaluation, a sample of projects approved during 2002-2017 is being reviewed. In addition, we are requesting feedback from Bank task managers and client project managers through surveys. This interview seeks to secure feedback at a management or Board level, focusing on the systemic issues, areas of concern, and opportunities for improving governance.

Bank Managers

1, What are your views the governance of the fund?

- project selection
- responsiveness to clients
- program monitoring
- transaction costs
- efficiency
- other issues

2. What are your views on the relevance of the MIC TAF to the Bank's programs and priorities?

- links to Bank programs and priorities
- MIC TAF project design issues

3. What are your views on the value added of and results from the MIC TAF?

- clarity of ex ante results expectations
- monitoring of progress towards results
- assessment and reporting of actual results at completion
- strengths and weaknesses of the MIC TAF compared to other ways of financing projects.

4. What are your views on the sustainability of MIC TAF project results?

5. What are the main areas to focus on to improve the efficiency, effectiveness, sustainability and ownership of MIC TAF projects?

Executive Directors

1. What are Board expectations from the MIC TAF in terms of results?
2. What are your views on the value added of the MIC TAF? How important is the MIC TAF in the Bank's MIC strategy?
3. How does the Board monitor effectiveness of or results from the MIC TAF?
4. What are your views on the main areas of improvement for the MIC TAF?
5. What are your main considerations in deciding on the allocation of net income to Fund?

Annex 9: MIC TAF Survey – Client Country Project Managers

Name:
Organization:
Position
Country
Project Name:

1. To what extent were the MIC TAF projects aligned with national priorities?

1	2	3	4	5
Not Aligned				Highly Aligned

Please explain basis for the rating.
_____
_____
_____

2. Please rate the responsiveness of the Bank in the following areas (1=not responsive to 5=highly responsive).

Area	Rating
Request for Funding	
Approval of Funding	
Entry into Effectiveness	
Implementation	
Procurement	
Disbursement	
Supervision	

Please explain the basis for the rating.
_____
_____
_____

3. Please check the areas to which the MIC TAF contributed.

Support for implementation of an ongoing project or program	
Contribution to the preparation of a new project or program	
Strengthening of institutions, including laws and regulations	
Analysis of economic or institutional issues	

Development of private sector	
Support for regional integration	

Please list other areas where the MIC TAF contributed.

_____
_____
_____

4. Please identify areas where the Bank could improve administration of the MIC TAF.

Processing of client requests	
Procurement	
Financial management, including disbursement	
Reporting requirements during project implementation	
Support during project implementation	

Please list other areas of improvement.

_____
_____
_____

5. Please list new projects or programs funded by the Bank that were originated from the MIC TAF in your country?

_____
_____
_____

6. For the projects or programs listed in question #5, please describe how the MIC TAF contributed to the origination of new projects or programs.

_____
_____
_____

7. Please rate the contribution of the MIC TAF projects to the quality and efficiency of the project preparation process (1=marginal to 5=highly significant).

Type of Contribution	Rating
Feasibility Studies	
Institution and Capacity Building TA	
Economic and Sector Analytical Work	
Other (please identify in the space below)	

Please explain basis for the rating.

_____
_____

8. To what extent did the MIC TAF projects adapt to changes in the context?

1	2	3	4	5
Not Adaptable				Highly Adaptable

Please explain basis for the rating.

_____
_____
_____

Annex 10: MIC TAF Survey – Bank Task Managers

Title/position in the Bank:
Location (HQ, Country):
Unit:

1. Please rate how much you know about the MIC TAF.

1	2	3	4	5
Little or No Knowledge				Highly Knowledgeable

Please comment on rating.
_____
_____
_____

2. How did you get the information on the MIC TAF? Please check appropriate box or boxes.

Source of Information	
Training	
Colleague	
Information Session	
Own Research	
Focal Point of MIC TAF	
Request from Country	
MIC TAF Guidelines	
Others	

Comments:
_____
_____
_____

3. Please list the names of the MIC TAF projects you worked on.

_____
_____
_____
_____
_____

4. What was your role in the MIC TAF projects you worked on? Please check appropriate box or boxes.

Role	Project 1	Project 2	Project 3
Task Manager			
Consultant			
Supervisor			
Other			

Comments:

_____
_____
_____

5. Did you introduce the MIC TAF grant request?

Project	Yes	No
Project 1		
Project 2		
Project 3		

6. Please rate the relevance of the MIC TAF to your work program (1=not relevant to 5=highly relevant).

Project	Rating
Project 1	
Project 2	
Project 3	

Please explain the basis for rating.

_____
_____
_____

7. Please identify ways in which MIC TAF supported your work program. (Please check relevant items below.)

	Project 1	Project 2	Project 3
Supported or complemented an ongoing project or program			
Contributed to preparation of new project or program			

Strengthened dialogue between Bank and Client			
Enhanced knowledge base benefitting both Bank and Client			
Other			

Please list other ways the MIC TAF supported your work program.

_____
_____
_____

8. Please rate the responsiveness of the Bank to Client at different stages of the process. (1= not responsive, 5= very responsive)

Process	Project 1	Project 2	Project 3
Request for Funding			
Approval of Funding			
Entry into Effectiveness			
Implementation			
Procurement			
Disbursement			
Supervision			
Other			

Please explain basis for rating.

_____
_____
_____

9. Please rate the quality of the MIC TAF project based on the following criteria (1=low; 5=high)

Quality Area	Project 1	Project 2	Project 3
Quality of technical design			
Quality of institutional design			
Quality of implementation			
Quality of coordination with Bank			

Please identify other quality aspects you deem important to project success:

_____
_____
_____

10. Based on your experience, could you list new projects that were identified or facilitated as a result of the MIC TAF interventions, and in these cases, by which MIC TAF intervention?

_____
_____
_____

11. For terminated projects, please check reasons for termination

Reason	Project 1	Project 2	Project 3
Weak institutional capacity of recipient			
Lack of resources from recipient			
Poor project design and preparation			
Complex administrative procedures of Bank			
Other			

Please list other reasons underlying terminated projects.

_____
_____
_____

12. Please rate the quality of the MIC TAF Guidelines (1=poor to 5=very good).

Quality Area	Rating
Appropriateness	
Comprehensiveness	
Clarity	
Usability	
Overall Quality	

Please identify and comment on other aspects of quality of the MIC TAF Guidelines not covered above:

_____
_____
_____

13. Please rate the governance of the MIC TAF (1=poor to 5=very good)

Governance Area	Rating
Clarity of Objectives	
Selectivity	
Ease of Funding	
Monitoring	
Focus on Results	
Other	
Overall Governance	

Please identify and comment on other aspects of governance not covered above:

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14. Please list recommendations on how to improve various aspects of the MIC TAF, including relevance and selectivity, efficiency and responsiveness (e.g. process improvements), supervision, focus on results, quality assurance, and effectiveness.

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Annex 11: Report Outline

1. Executive Summary

2. Introduction
    a. Background
    b. Purpose, Rationale, Scope
    c. Evaluation Methods

3. Evaluation Findings
    a. Relevance
    b. Effectiveness
    c. Efficiency
    d. Sustainability
    e. Governance

4. Findings and Recommendations
    a. Findings
    b. Recommendations

5. Annexes
    a. Terms of Reference
    b. Project Review
    c. Case Studies
    d. Survey Results
    e. Interview Results

Annex 12 : Country visits: selected projects

This table includes projects completed and approved after 2009. They will be assessed as part of the country visits and undergo extensive additional document collection.

	PROJECT NUMBER	PROJECT NAME	APPROVAL YEAR	PRIORITY AREA	SECTOR	TASK MANAGER
		Tunisia				
1-	P-TN-E00-002	AMELIORATION TAUX D'AEP- BIZERTE ET BEJA	28/09/2009		Water Sup/ Sanit	BEN SASSI Belgacem
2-	P-TN-E00-003	ETUDE DE PCI DANS LE GRAND TUNIS	06/10/2009		Water Sup/ Sanit	BEN SASSI Belgacem
3-	P-TN-AAC-013	MIC - APPUI AUX GDA	20/10/2009		Agriculture	KANE Mamadou
4-	P-TN-KF0-002	APPUI A L'INSTITUT TUNISIEN DE LA COMPETITIVITE ET DES ETUDE	03/12/2009		Multi-sector	OBAYASHI Natsuko
5-	P-TN-E00-004	ETUDE STRATEGIE ASSAINISSEMENT TUNISIE	04/12/2009		Water sup/ Sanit	BEN SASSI Belgacem
6-	P-TN-KF0-003	ETUDE D'EVALUATION DU SYSTEME DE MICROCREDIT BTS	06/01/2010		Multi-sector	AHMAD Yasser
7-	P-TN-K00-004	MIC ETUDE DE RENFORECEMENT DE L'INTEGRATION COMMERCIALE DE L	24/09/2010		Multi-sector	LUMBILA Kevin Numbi
8-	P-TN-IA0-002	MIC-ETUDE STRATEGIQUE PORTANT SUR LE DEVELOPPEMENT DES INDUS	22/11/2010		Social	GUEYE Mouhamed
9-	P-TN-A00-007	DON MIC - ETUDES DE PRÉPARATION DU PROJET 500 KM DE PISTES A	18/12/2013		Agriculture	TOLBA Mohamed
		Morocco				
10-	P-MA-AAZ-002	MIC - PROJET DE SAUVEGARDE ET DE DEVELOPPEMENT SOCIO-TERRITO	28/04/2009		Agriculture	KHIATI Driss
11-	P-MA-DD0-002	ELABORATION D'UN PROGRAMME DE CONFORTEMENT ET DE REPARATION	28/04/2009		Transport	MORE NDONG Pierre-Simon
12-	P-MA-HZ0-007	PROJET DE RENFORCEMENT DU CADRE DE REGULATION ET DE CONTROLE	13/12/2010		Finance	DIARRA Emmanuel
13-	P-MA-H00-002	PROJET D'APPUI À L'AMÉLIORATION DU SYSTÈME DE GARANTIE AU MA	19/01/2011		Finance	DIARRA Emmanuel
14-	P-MA-AAZ-005	MIC - APPUI TECHNIQUE AU DEVELOPPEMENT DES INFRASTRUCTURE D'	21/02/2011		Agriculture	MAROUKI Rafaa Ben Mohamed
15-	P-MA-IA0-005	MIC-ETUDE SUR LA STRATEGIE DE DEVELOPPEMENT DE L'ENSEIGNEMEN	11/03/2011		Social	KILANI JAAFOR Leila
16-	P-MA-AAZ-006	ASSISTANCE TECHNIQUE POUR LA PROMOTION DES JEUNES ENTREPRENE	12/01/2012		Agriculture	KHIATI Driss
		Gabon				
17-	P-GA-I00-001	ENQUETE NATIONALE SUR EMPLOI ET CHOMAGE	04/06/2009		Social	OYOUBI Lucette Amance
18-	P-GA-IBD-002	MIC - RENFORCEMENT DE LA CAISSE NATIONALE D'ASSURANCE MALADI	15/10/2010		Social	OYOUBI Lucette Amance
19-	P-GA-AAB-004	PRO. APPUI DEV. INF. RIZ - MIC (PADIACN)	20/01/2011		Agriculture	MOUBAMBA Jean-Louis
20-	P-GA-IBD-003	MIC - REALISATION DE L'ENQUÊTE DEMOGRAPHIQUE ET DE SANTE 201	04/02/2011		Social	OYOUBI Lucette Amance
21-	P-GA-KF0-001	PROJET D'APPUI À LA MISE EN PLACE D'UN DISPOSITIF D'INCUBATE	14/05/2014		Multi-sector	TOKO Pierre
22-	P-GA-K00-006	PROJET APPUI CHAMBRE DE COMMERCE DU GABON	14/10/2014		Multi-sector	TOKO Pierre
		South Africa				
	Projects from Botswana, South Africa, Namibia, Seychelles and Mauritius will be assessed during the country visits in					

		South Africa			
		Botswana			
23-	P-BW-FF0-001	FEASIBILITY STUDY FOT A 200 MGW CONCENTRATING SOLAR POWER PL	03/11/2009	Power	KANONDA Farai Epiphanius
24-	P-BW-KZ0-003	MINING AND DIVERSIFIACTION STUDY	08/06/2010	Multi-sector	HONDE George Jay
25-	P-BW-KA0-003	TECHNICAL ASSISTANCE TO PRIVATIZATION	14/10/2010	Multi-sector	KOMA Baboucarr
		South Africa			
26-	P-ZA-KD0-001	DEVELOPMENT OF SA OSBP STRATEGY	22/12/2011	Multi-sector	MOKATI-SUNKUTU Bokang Rosemary
27-	P-ZA-G00-002	BBI MIC GRANT REQUEST	21/02/2014	Communications	YONAZI Enock
		Namibia			
28-	P-NA-IAD-001	MIC - SUPPORT TO DEVELOPMENT OF NATIONAL HUMAN RESOURCE PLAN	09/10/2009	Social	MOCHACHE Jason Mosomi
29-	P-NA-IZ0-001	SUPPORT FOR ESTABLISHMENT OF THE NATIONAL MEDICAL BENEFIT FU	12/03/2012	Social	BA-DIAGNE Bineta
		Seychelles			
30-	P-SC-GB0-001	SEYCHELLES EAST AFRICA SUBMARINE CABLE LINK PROJECT/STUDY	18/02/2009	Communications	JACK Salieu
31-	P-SC-EA0-003	SEYCHELLES - LA GOGUE WATER SUPPLY STUDY	08/12/2011	Water Sup/ Sanit	MUTASA Christopher
32-	P-SC-AA0-005	AGRICULTURE SECTOR STUDY	27/02/2013	Agriculture	EGEH Mohamud Hussein
		Mauritius			
33-	P-MU-KA0-001	MIC GRANT SUPPORTING THE MAURITIUS COMPETITIVENESS AND PUBLI	09/02/2010	Multi-sector	SUGDEN Carina
34-	P-MU-KA0-002	MIC GRANT SUPPORTING DEBT MANAGMENT	09/12/2010	Multi-sector	SUGDEN Carina
35-		**Multinational**			
36-	P-Z1-DB0-071	MULTINATIONAL ROAD DOUSSALA-DOLISIE	3/28/2011		CODO Pamphile Stanislas
37-	P-Z1-K00-017	CREATION D'UNE COMMUNAUTE ECONOMIQUE REGIONALE POUR L'UNION	5/24/2007		BOUZGARROU Malek
38-	P-Z1-K00-027	APPUI INSTITUTIONNEL AU SECRETARIAT GENERAL DE L'UNION DU MA	4/30/2009		BOUZGARROU Malek
39-	P-Z1-K00-064	APPUI AU SG DE L'UMA - PHASE 2	5/8/2015		BRETECHE Olivier Joseph
40-	P-Z1-KF0-021	PIDA CAPACITY BUILD. PROJECT INFRAST AUC	12/12/2013		CHIRWA Mtchera Johannes
41-		STATISTICAL CAPACITY BUILDING PROGRAM PHASE II (SCB-II)	In all above countries		