



IDEV

Independent Development Evaluation
African Development Bank

ANNUAL REPORT

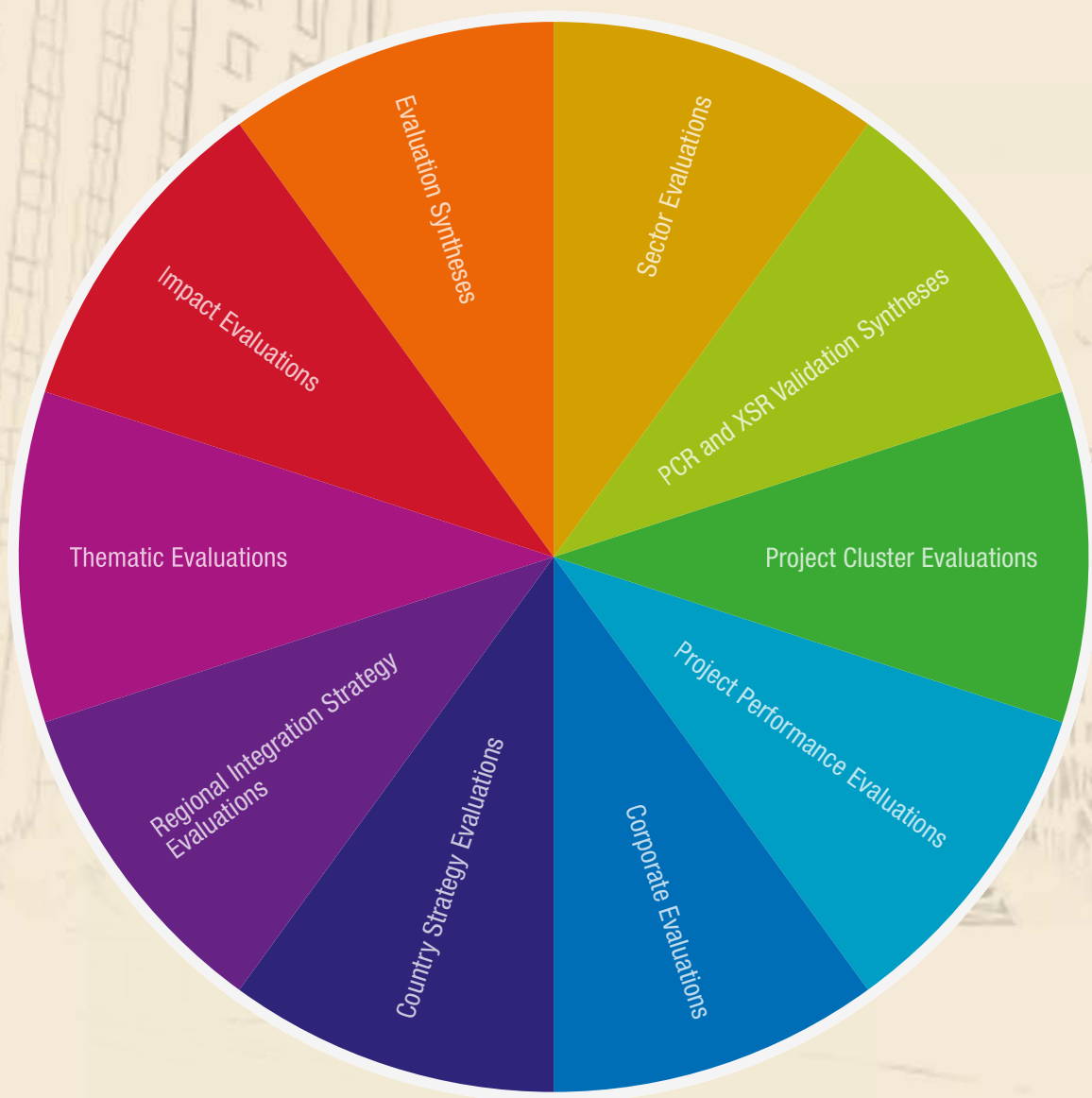
Evidence for a **Stronger Bank**

2021



AFRICAN DEVELOPMENT BANK GROUP

IDEV conducts different types of evaluations to achieve its strategic objectives





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AFRICAN DEVELOPMENT BANK GROUP

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About IDEV

Independent Development Evaluation (IDEV) is an independent and impartial unit dedicated to enhancing the development effectiveness of the African Development Bank (AfDB) in its regional member countries through independent and influential evaluations, oversight over self-evaluation processes and products, and proactive engagement in evaluation partnerships and knowledge-sharing activities.

All of IDEV's activities are designed to meet the following three key objectives:

- | To provide a basis for accountability to key stakeholders including citizens, governments, funders and partners, by evaluating and documenting the impact of the AfDB's activities.
- | To contribute to enhanced learning helping to improve current and future policies, strategies, projects, and processes.
- | To promote an evaluation culture within the AfDB and in regional member countries to encourage a process of continuous learning and improvement. IDEV has a wealth of experience, expertise, and knowledge from evaluating the AfDB's development projects across Africa.

How does IDEV work with the African Development Bank?

IDEV carries out independent evaluations of Bank operations, policies and strategies, working across projects, sectors, themes, regions, and countries. By conducting independent evaluations and proactively sharing best practice, IDEV ensures that the Bank and its stakeholders learn from past experience and plan and deliver development activities to the highest possible standards. IDEV is also responsible for the oversight of the overall evaluation system within the Bank; the internal and external communication of evaluation findings and lessons; and the promotion of evaluation capacity development.

Disclaimer

Unless expressly stated otherwise, the findings, interpretations and conclusions expressed in this publication are those of the various authors of the publication and are not necessarily those of the Management of the African Development Bank (the "Bank") and the African Development Fund (the "Fund"), Boards of Directors, Boards of Governors and the countries they represent. Use of this publication is at the reader's sole risk. The content of this publication is provided without warranty of any kind, either express or implied, including without limitation warranties of merchantability, fitness for a particular purpose, and non-infringement of third-party rights. The Bank specifically does not make any warranties or representations as to the accuracy, completeness, reliability or current validity of any information contained in the publication. Under no circumstances including, but not limited to, negligence, shall the Bank be liable for any loss, damage, liability or expense incurred or suffered which is claimed to result directly or indirectly from use of this publication or reliance on its content. This publication may contain advice, opinions, and statements of various information and content providers. The Bank does not represent or endorse the accuracy, completeness, reliability or current validity of any advice, opinion, statement or other information provided by any information or content provider or other person or entity. Reliance upon any such opinion, advice, statement, or other information shall also be at the reader's own risk.

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Acronyms

AfDB	African Development Bank Group
ADF	African Development Fund
ADOA	Additionality and Development Outcomes Assessment
AfrEA	African Evaluation Association
APNODE	African Parliamentarians' Network on Development Evaluation
CLEAR	Center for Learning on Evaluation and Results
CLEAR-AA	Center for Learning on Evaluation and Results – Anglophone Africa
CODE	Committee on Operations and Development Effectiveness
COP 26	26 th Global Climate Summit
CSP	Country Strategy Paper
CPR	Country Portfolio Performance Review
CSPCRV	Country Strategy Paper Completion Report Validation
DBDM	Development and Business Delivery Model
ECD	Evaluation Capacity Development
EPRADI	Evaluation Platform for Regional African Development Institutions
EVRD	Evaluation Results Database
GCI	General Capital Increase
IDEV	Independent Development Evaluation
MARS	Management Action Record System
M&E	Monitoring and Evaluation
NSO	Non-Sovereign Operation
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
RMC	Regional Member Country
SO	Sovereign Operation
TS	Transition State
UNDP	United Nations Development Program
WASH	Water, sanitation and hygiene
XSR	Expanded Supervision Report

Message from the
AfDB CODE Chair

MBUYAMU MATUNGULU

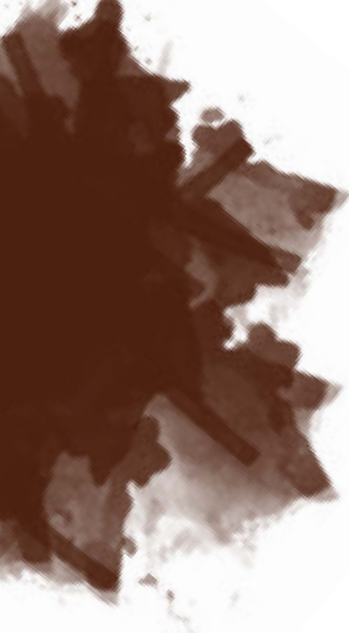


An old African wise man once told me “At the start there is action, and action generates progress”. But over the course of my career, I have learned that not all action leads to progress. Rather, it is the initiatives that are based on findings and lessons, on strong prior analysis, and on good assessments of the facts and previous experience, that generate progress. That is why independent evaluation is a key resource for development, in addition to funding.

The African Development Bank has a 57 year-long history of financing development in Africa and, through its independent evaluation function (IDEV), an impressive repository of evaluations from which to learn. At the Bank in 2021, members of the Board of Directors have examined questions such as “What will help us ‘build back better’, more efficiently, more effectively, and more sustainably as we emerge from COVID-19 and Africa’s worst economic recession in half a century? Which projects have had the greatest success and why? What is the evidence on the coherence of our actions with those of other development agencies?”. As the Bank returned to its more usual investment lending program in 2021 after the exceptional crisis response budget support provided in 2020, we have prioritized financing sustainable infrastructure to improve the lives of African people, and mainstreaming climate change adaptation into Bank projects to protect countries from the ravages caused by the growing number of climate-shock disasters.


Despite the continuing challenges due to the ongoing COVID-19 pandemic, IDEV’s independent evaluations have made a strong contribution to the formulation of the Bank’s policies, strategies, and action frameworks in 2021. They have given us solid findings, lessons, and recommendations and allowed us to





move forward with confidence to adopt new interventions in essential areas for Africa's inclusive development. For example, the evaluation of Mainstreaming Green Growth and Climate Change into the Bank's Interventions underpinned the development of a new Climate Change and Green Growth Policy, Strategy and Action Plan. The evaluation of the Bank's Partnerships informed the revision of its Trust Fund Policy. And evaluations of the Bank's Country Strategies and Programs in Gabon, Rwanda, Angola and Uganda helped to shape the next generation of Bank Country Strategy Papers for these countries, to further strengthen the effectiveness of the Bank's support.

There are also policies and strategies on which internal discussions have either just been completed, or are still ongoing, such as the new Bank strategies on Fragility and Private Sector Development, and a new Sustainable Borrowing Policy. Members of the Committee on Operations and Development Effectiveness (CODE) are always particularly interested in how the findings and recommendations of relevant independent evaluations are taken into account in such proposals. We are pleased that collaboration between the independent evaluators and Bank Management's policy, strategy and operations teams has been strong in this respect, and that care is taken to widely disseminate the findings and lessons from evaluations.

Evaluation is an important enabler for our continent's development. Building back better implies learning to do better, adopting the best current practices in a fast-changing world driven by new technologies and better-informed communities with higher aspirations. IDEV's alignment to the Bank's agenda has amplified the evaluation voice at many levels of the Bank's work. As CODE Chair, I appreciate the dialogue that this year's evaluations has fostered among decision-makers and implementers. In this dialogue, the evidence speaks loud and clear. I would therefore refine the words of the wise old man as follows: At the start there is action inspired by learning from evaluations, and this well-informed action generates progress. 



Message from the
AfDB Senior Vice
President

SWAZI TSHABALALA



Climate shocks, fragility, socio-political crises, and coups d'état have affected the lives of many African people in 2021. These have come on top of a shared challenge of economic recession and rising country debt levels caused by the COVID-19 pandemic. In this context, pending the effectiveness of the African Development Bank's capital increase, it has been hard to satisfy all urgent requests for assistance and development financing, but the strength of the AfDB response has borne fruit. Among its peers in the development sphere, the Bank is emerging as a global leader. For example, in the domain of climate adaptation and sustainability, the Bank has affirmed its role as a leader in driving climate action in Africa through transformative initiatives such as the Africa Adaptation Acceleration Program and the Desert-to-Power initiative to transform the Sahel region into the world's largest solar energy production zone. Independent evaluation has played a significant role in the Bank's recent progress in strengthening its operations, and the trend will continue. As a result of recommendations made by IDEV's 2021 evaluation of Mainstreaming Green Growth and Climate Change into the Bank's Interventions, the Bank's future climate finance target will be a corporate key performance indicator, and future climate components in projects will be supported by a dedicated monitoring and evaluation measurement framework.

The Bank is also a pioneer in reducing fragility and gender gaps, and it is now deploying a new practical fragility lens and gender mainstreaming tools to better address these two cross-cutting issues. These tools were informed by independent evaluations of the Bank's Fragility Strategy and Gender Mainstreaming and are bearing fruit: IDEV's 2021 transport cluster evaluation confirmed that recent projects address fragility and gender inequality better by providing ancillary services that empower local populations.






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The correlation between IDEV's evaluations and the growing strength of the Bank in recent times is the theme that lent to this year's Annual Report title "Evidence for a Stronger Bank"; I concur with this choice. Particularly in view of evidence delivered to Bank Management and the Board of Directors, I commend IDEV's communication and proactive sharing of ideas and knowledge. This year, a IDEV animation presenting the lessons from its Fragility Strategy Evaluation was chosen for screening at the Africa Resilience Forum in September. Lessons notes, highlights and evaluation briefs with key takeaways are among the knowledge products that IDEV has systematically made available after each evaluation has been published to enrich our presentations, our discussions, and ultimately our decisions.

From finalizing a new Green Growth and Climate Change policy informed by IDEV's evaluation delivered in the first quarter to improving the Bank's Results Measurement Framework informed by IDEV's evaluation delivered in the last quarter, our productive relationship with IDEV has been instrumental in our work throughout the year. We have also collaborated to shape IDEV's new Work Program for 2022-2024, to ensure that independent evaluations continue to align with the work of the Bank and to help meet its knowledge needs in the years to come.

The African Development Bank embraces continuous learning, knowledge sharing and collaborative work to formulate the best policies, strategies, and frameworks for Africa. This is why I am delighted to add my voice to IDEV's Annual Report, and I am certain that our continued close collaboration will further strengthen the Bank in the years ahead. 

Message from the
AfDB Acting Evaluator
General

KAREN ROT- MÜNSTERMANN



On behalf of Independent Development Evaluation, I am pleased to present our 2021 Annual Report. The year has been one of exceptional coordination between IDEV and African Development Bank Management to achieve the timely delivery of evaluative evidence that has served to inform the policies, strategies and frameworks on the Bank's agenda.

By applying the criteria central to all development evaluation - relevance, coherence, effectiveness, efficiency, and sustainability – and ensuring that evaluations examine the questions that stakeholders want answers to, IDEV supports both the accountability and learning necessary to optimize the Bank's development efforts. Our 13 evaluation reports delivered in 2021 cover a wide spectrum of Bank activities, including policies, strategies and investment operations, but also "soft" contributions such as policy dialogue, knowledge management, and economic and sector work. Indeed, achieving development results in the era of the Sustainable Development Goals calls for more focus on these indirect development pathways. Our work was closely aligned with and responsive to the Bank's need to account for these contributions.

On an operational level, we delivered evaluations that provide knowledge on the development of roads, ports and energy connectivity; sectors that account for a large share of the Bank's lending portfolio. We also conducted evaluations to support the Bank's efforts to optimize its strategy in four Regional Member Countries. Other priority evaluations, as expressed by the AfDB Board of Directors and Bank Management, were those of the Bank's Transition Support Facility (TSF), delivered by IDEV in 2021 to inform decision-making regarding reform of the TSF, of the Additionality and Development Outcomes Assessment (ADOA) Framework

V

2.0, to inform the ADOA 3.0 Framework, and of the Bank's Non-Concessional Debt Accumulation Policy, to inform the new Sustainable Borrowing Policy. Finally, a CODE meeting in November 2021 brought together IDEV and the Bank's Management to discuss the application of the recommendations from our Mid-Term Evaluation of the Bank's Results Measurement Framework 2016-2025 during the remaining timeframe of this crucial accountability and management tool.


Throughout the year, IDEV provided relevant evaluative knowledge and participated in discussions on new Bank policies, strategies and frameworks, including the Trust Fund Policy, the Water Policy and Strategy, the Green Growth and Climate Change Policy and Strategy, the Private Sector Development Strategy, the Public-Private Partnerships Framework, the Sovereign Operations Restructuring Policy, and the Strategy for Addressing Fragility and Building Resilience in Africa. For the latter, we also organized a webinar in collaboration with the Bank's Transition States Coordination Office, and prepared an animation for the Africa Resilience Forum. We moreover shared lessons from Project Completion Report validations at Institutional Capacity and Fiduciary Clinic workshops organized by the African Development Institute in Benin, Central African Republic, Burkina Faso and Chad. Finally, we organized a knowledge event on integrated solutions for sustainable development impact in the Bank's infrastructure operations, with the participation of various Bank sector departments.

IDEV is well connected to evaluation networks and development partners and with them shares the sense of urgency to gain traction to reach the SDGs. In 2021, we continued to collaborate with fellow evaluators across the continent and across the globe to promote evidence-based decision making for better policies and greater development effectiveness. We also pursued work with partners such as the African Parliamentarians' Network on Development Evaluation (APNODE), EvalPartners and the Centers for Learning on Evaluation and Results to develop evaluation capacities and strengthen the supply of, demand for, and use of evaluations.

For the second consecutive year, the COVID-19 pandemic has imposed travel and meeting restrictions. Our evaluators have used various online communication tools to consider bandwidth limitations when engaging and conducting interviews with stakeholders. IDEV is in the privileged position of being able to draw on networks in the Bank's Regional Member Countries to gather evidence. Our team members have collected data in ingenious ways, compensated for field visits by supervising local consultants, and worked fervently as a team, sharing methodologies, experiences, and best practices in virtual meetings. Our knowledge events, as well as the APNODE Annual General Meeting, also all took place online.

In 2021, the final year of our 2019-2021 work program, we started evaluations that will enable IDEV to continue to deliver evaluative knowledge that is useful for both accountability and learning purposes, and to contribute to strategic discussions on the Bank's development priorities in the years to come. For example, the Mid-Term Evaluation of the Bank's Strategy for Jobs for Youth in Africa, the evaluation of the Bank's support for renewable energy, the evaluation of the Bank's crisis response support to African countries in the face of COVID-19, and the evaluation of the Bank's Ten-Year Strategy 2013-2022. Our forthcoming evaluations will offer

lessons and insights to assist the Bank in drawing up informed policies and programs commensurate with its resources and strategic priorities. Finally, we undertook broad consultations to inform the development of our new 2022-2024 work program, approved by the Board of Directors in December, in which we made particular efforts to ensure that our work provides the knowledge that the Bank needs.

I would like to thank all IDEV staff for their hard work in 2021, in circumstances which continued to be difficult in some cases. I also wish to express my gratitude to the AfDB Board of Directors and AfDB Management for their trust in our evaluation findings and our excellent working relationships, resulting in 2021 being a year of close collaboration. The African Development Bank's independent evaluation function is more relevant than ever in improving processes that achieve better development results and fostering a culture of evaluation. I am confident that these signs of recognition will ensure our close alignment with the Bank's agenda for the years ahead. We are united in our ambition to make sure that the people of Africa can feel the difference that the Bank is making. 





01

2021 INTRODUCTION

The year that was, for Africa

Africa, like the rest of the world in 2021, was confronted with the challenges of the persisting COVID–19 pandemic. The economic and social costs were high and widespread, with multiple long-term implications for countries and societies. The African Development Bank (AfDB or ‘the Bank’) expressed concerns that its Regional Member Countries (RMCs), with low levels of government capacity and insufficient investment in health systems, would bear the largest burden of the pandemic’s lingering social, economic, and financial impacts. In parallel, as reported in the [2021 African Economic Outlook](#), tightened global financing conditions made it more expensive for governments to obtain the financing needed to build back from the pandemic and to refinance maturing debt. This led to an accrued risk of debt distress, especially in resource-intensive economies.

Despite the weakness of Africa’s health and social protection systems and the economic downturn induced by COVID-19 restrictions, the Bank strategized on the premise that the setbacks presented a game-changing opportunity to put Africa’s financing strategies on a more sustainable footing. The theme of the 2021 African Economic Outlook was “From Debt Resolution to Growth: The Road Ahead for Africa”. In his foreword, Bank President Akinwumi Adesina said “African policymakers therefore must turn the COVID–19 crisis into opportunities by focusing sharply on food and nutritional security; by re-thinking health care and social protection systems; by nurturing the private sector, especially small and medium-sized enterprises and women-led firms; by harnessing and better managing the natural resources revenue streams; by operationalizing the African Continental Free Trade Area; and by paying greater attention to climate change and resilience”.

The year that was, for the African Development Bank

In 2021, the four leading international rating agencies—Standard & Poor’s, Fitch, Moody’s, and Japan Credit Rating Agency—reaffirmed their high credit ratings of the Bank’s senior debt and subordinated debt with a stable outlook. These underlined the Bank’s strong business profile as it returned to its program of long-term investment lending after the prolonged slowdown in economic activities and lending allocation geared to the COVID-19 Crisis Response Budget Support. Non-sovereign operations in 2021 were on the increase, despite credit risk perception, viability, and strategic changes induced by the pandemic.

In the Bank’s 2021 work program, strong emphasis was placed on the need to integrate climate adaptation and resilience considerations and to address debt sustainability in Africa, underpinned by strengthened economic governance. The AfDB Board of Directors approved a proposal to sharpen the Bank’s strategic focus on its **High 5 priorities** by investing more selectively in fewer and more transformative operations, supported by a new methodology. In parallel, the Bank was due to revise several policies and strategies which had reached their term, including a new 5-year action plan 2021-2025 on climate change and green growth.

Accountability was reinforced and supported by Independent Development Evaluation (IDEV) evidence as the Bank honored 90% of the reforms and measures due in 2021 in the context of its general capital increase (GCI-VII) and its commitments for the replenishment of the African Development Fund.

The year that was, for Independent Development Evaluation

The flexibility demonstrated by IDEV in 2021, combined with shrewd planning of time and resources, enabled the evaluation team to sustain its efforts throughout the year. With mission travel restricted and all staff working from home, evaluators pursued online meetings, remote data collection and interviews, supervised field visits carried out by local experts, and organized online knowledge management and learning activities. IDEV delivered timely, high quality, and influential evaluative knowledge in the form of evaluation products, knowledge events and evaluation capacity development initiatives. IDEV also continued to assist the Board of Directors to keep track of the implementation of evaluation recommendations through the Management Action Record System (MARS).

IDEV supported the Bank to make informed decisions in 2021 that will shape the post-COVID development of Africa. Lessons and recommendations formulated from independent evaluation evidence fed into numerous Bank policies, strategies, operations and processes, constituting a sound basis for improved relevance, coherence, efficiency, effectiveness, sustainability, and impact of the Bank’s work.

02

2021 IN BRIEF

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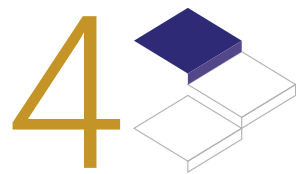


2021 Evaluations overview

Thirteen evaluation products were delivered in 2021, which comprise four country strategy and program evaluations for [Angola](#), [Gabon](#), [Rwanda](#), and [Uganda](#), a [cluster evaluation of AfDB road and port projects](#), an [impact evaluation of the Last Mile Connectivity energy Project in Kenya](#), two thematic evaluations of the [Bank's Transition Support Facility](#) and its [Additionality and Development Outcomes Assessment \(ADOA\) Framework](#), two corporate evaluations of the [AfDB's Non-concessional Debt Accumulation Policy](#) and its [Results Measurement Framework](#), a [synthesis report of the 2019 Project Completion Report \(PCR\) validations](#), and the [2020](#) and [2021](#) MARS reports.

7 different types of products – total 13 products

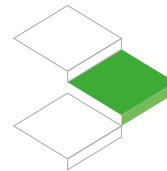
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country strategy evaluations

for Angola, Gabon, Rwanda, and Uganda

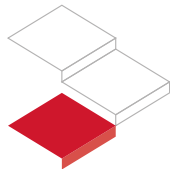
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cluster evaluation

of AfDB road and port projects

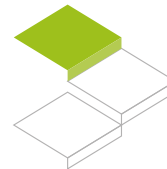
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impact evaluation

of the Last Mile Connectivity energy Project in Kenya

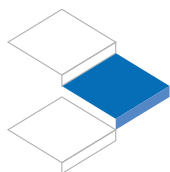
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synthesis report

of the 2019 Project Completion Report validations

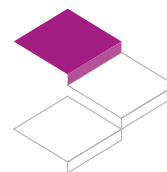
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corporate evaluations

of the AfDB's Non-concessional Debt Accumulation Policy and its Results Measurement Framework

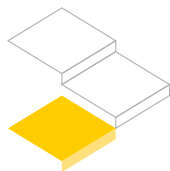
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thematic evaluations

of the Bank's Transition Support Facility and its Additionality and Development Outcomes Assessment (ADOA) Framework

2



Management Action Record System (MARS) reports

2020 and 2021

Promoting our evaluations



Twitter

391 tweets	256 000 impressions
22 000 profile visits	261 new followers




Videos

2 IDEV videos produced	578 views of 2021 videos
4 video recordings of virtual events posted	



IDEV website activity

105 000 page views	26 000 unique visitors	14 news items published
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Evaluation results database

87 lessons added	48 recommendations added
93 PCRs + 65 PCR notes	15 evaluation documents added



Management Action Record System

12 evaluations added	48 recommendations added
135 Management actions added	



Newsletters

6 newsletters sent out
5000 newsletter recipients

2021 Timeline

6

IDEV Annual Report 2021

APR

- Evaluation Matters: Civil Society in Evaluation

MAR

- Webinar on "Evidence Use by Parliaments during COVID-19"
- Gabon: Evaluation of the AfDB's Country Strategy and Program (2011-2020)

FEB

- Event - Reinforcing the AfDB's Engagement in Fragile Situations – co-organized by IDEV and the Bank's Transition States Coordination Office
- Training on "Evaluation Design and Approaches"

AUG

- 6th African Parliamentarians' Network on Development Evaluation Annual General Meeting

JUN

- IDEV participated in gLocal evaluation week: support for two APNODE round tables and panel discussions by EvalPartners and RFE

- Evaluation Matters: Evaluation in the time of Corona

MAY

- Event: Contribution to the Institutional Capacity and Fiduciary Clinic workshop in Benin, where IDEV shared lessons from Project Completion Report validations

- Mid-term evaluation of the AfDB's Results Measurement Framework (2016-2025)

- Evaluation of the AfDB's Additionality and Development Outcomes Assessment Framework (ADOA 2.0), 2015-2020

OCT

SEPT

- Cluster Evaluation of AfDB road and port projects (2012-2019)
- Event: Contribution to the Institutional Capacity and Fiduciary Clinic workshop in Central African Republic, where IDEV shared lessons from Project Completion Report validations
- Event: Fostering integrated solutions for sustainable development impact: Lessons from IDEV's evaluations
- Event: Support for the Regional Conference on Impact Evaluation in Francophone Africa
- Participation of 5 IDEV evaluators in various panel discussions during the Evidence for Development / What Works Global Summit organized by the Campbell Collaboration and the Global Development Network

7

IDEV Annual Report 2021

- Synthesis Report of the 2019 Project Completion Report validations
- 2020 Management Action Record System (MARS) report
- Angola: Evaluation of the AfDB's Country Strategy and Program (2011-2020)
- Presentation at the Africa Resilience Forum of IDEV's video "Lessons for the Bank's 3rd Strategy to Address Fragility and Resilience in Africa"

DEC

- 2021 Management Action Record System (MARS) report
- Evaluation of the AfDB's Transition Support Facility
- Event: Contribution to the Institutional Capacity and Fiduciary Clinic workshop in Chad, where IDEV shared lessons from Project Completion Report validations
- Joint workshop with the Bank's Strategy and Operational Policies Department on the evaluation of the Portfolio Review and Restructuring Policy

cont'd

AUG

- Rwanda: Evaluation of the AfDB's Country Strategy and Program (2012-2021)
- Evaluation of the AfDB's Non-Concessional Debt Accumulation Policy

NOV

- Impact evaluation of the Last Mile Connectivity energy project in Kenya
- Uganda: Evaluation of the AfDB's Country Strategy and Program (2011-2021)
- Event: Contribution to the Institutional Capacity and Fiduciary Clinic workshop in Burkina Faso, where IDEV shared lessons from Project Completion Report validations





03

PROVIDING EVIDENCE

Evidence for better policies, strategies, operations and processes at the African Development Bank

IDEV's evaluations have positively impacted the work of the Bank in 2021 by providing timely evidence of how well the Bank has been performing and what can be improved, allowing Bank Management and the Board of Directors to make informed choices when developing new policies, strategies, frameworks, operations and processes. This concerns both evaluations that were delivered in 2021 as well as evaluations delivered in previous years which informed discussions taking place in 2021. Additionally, evidence from IDEV evaluations ongoing in 2021 will feed into the Bank's strategic documents planned for 2022 and beyond.

This year has been one of constructive engagement between IDEV evaluation teams and the Bank's policy, strategy and operations teams, complemented by regular discussions at meetings of Senior Management, the Committee on Operations and Development Effectiveness (CODE) and the Board. Among others, IDEV evaluative knowledge has contributed to the energy and water sectors, to the strategic priority to address fragility, and to policies to better manage trust funds and sustainable borrowing.

Strengthening the Bank's Results Measurement Framework

Evaluation delivered in 2021

The AfDB Results Measurement Framework (RMF) assists the Bank to monitor and report on how well it is performing in delivering its planned results. The Bank's current RMF (2016–2025) is envisaged not only as an accountability tool but also as a management tool that enables the Bank to learn and take informed decisions to better meet its responsibilities to the people of Africa. In 2021, Management started the Mid-Term Review of the RMF.

IDEV's mid-term evaluation of the RMF was opportune given the changing development landscape in Africa, leading to new challenges for the Bank and its

RMCs, and also given the ongoing strategy and policy reforms within the Bank. The evaluation assessed the relevance, effectiveness and efficiency of the Bank’s RMF, and provided evidence of its strengths and weaknesses, as well as recommendations to Management on charting a course of action that will subsequently help the Bank to implement its strategies more effectively and efficiently. The evaluation found that the Bank’s RMF has the characteristics of a good corporate results framework, as it encompasses an implicit logic model and results matrix with baseline, targets, assumptions/risks, and results tracking and reporting, as well as the inclusion of the cross-cutting issues of climate change and green growth; gender equality and women’s empowerment; fragility and resilience; and economic governance.

The evaluation drew attention to the relatively large number of RMF indicators compared with other Multilateral Development Banks, which has implications for cost efficiency. It also pointed out that the AfDB is the only MDB that has chosen to report exclusively on its own contribution and the results that can be attributed to it, and not on the aggregate project contribution, which includes co-financiers. It recommended that the Bank improve the RMF’s design, enhance its results reporting, and also enhance the utility of the RMF for better Results-Based Management and evidence-based decision-making. IDEV pointed out that finding the balance between realism and ambition is important to allow the RMF to function as an effective management tool.

Recommendations for a new Sustainable Borrowing Policy

Evaluation delivered in 2021

The Bank is defining a set of policies and plans to support country efforts to make borrowing decisions that will help them chart a sustainable debt path. The Bank committed to revising its Non-Concessional Debt Accumulation (NCDA) policy, which was approved in 2008 and amended in 2011. The scope of the new **Sustainable Borrowing Policy**, published in draft for public consultations in October 2021, is broader than the NCDA Policy. It covers not only the issue of subsidization of non-concessional debt with concessional debt but also key aspects of debt sustainability, notably debt management and transparency.

IDEV delivered an **independent evaluation of the Non-Concessional Debt Accumulation Policy** in August 2021. The evaluation found that the relevance and coherence of the policy were satisfactory, but pointed to poor policy implementation. It revealed weaknesses in internal coordination, monitoring, data recording and transparency, application of compliance measures to countries, and scattered engagement of the Bank in capacity-building actions. The evaluation recommended a robust design for the new policy,

Management Response to the evaluation

This evaluation provides key elements to prepare the successor policy, the Bank Group Sustainable Development Financing Policy, which is a GCI VII and an ADF 15 commitment. Management will ensure that the policy objective responds to the evaluation’s findings, with objectives that are realistic, achievable, and flexible to capture countries’ specific debt related environments.

strengthened internal coordination and effective commitment of the authorities in RMCs, as well as more focus on data and transparency. It also recommended capacity building for RMCs in debt management and for Bank staff in debt surveillance.

The main findings, lessons and recommendations of IDEV's evaluation were incorporated in the drafting of the new policy, as advised by the Management Response.

Revisiting approaches to assessing additionality and development outcomes

Evaluation delivered in 2021

The Bank's second Additionality and Development Outcomes Assessment Framework, approved in 2015, is a decision-making tool to improve project design and selectivity of the Bank's Non-Sovereign Operations (NSOs). It measures projects' additionality, i.e. the Bank's contribution that markets currently do not supply, and development outcomes. The Bank is in the process of revising the ADOA 2.0 Framework, as part of the commitments it made in its [7th General Capital Increase](#). IDEV's [evaluation of the ex-ante ADOA Framework](#) 2.0 took stock of the implementation of the Framework between 2015 and 2020 and provided evidence of what has worked and what could be improved, to inform this revision.

Among the evaluation findings are that the ADOA Framework provides a sound basis for Bank Management and the Board of Directors to approve projects with high additionality, and makes a sound assessment of development outcomes. However, the evaluation found a misalignment between the ADOA indicators and those of project results frameworks. Also, ADOA's method of assessing additionality might inflate the Bank's contribution and lower the hurdle for additionality, and claims of additionality were not always supported by robust evidence. Furthermore, the typology of projects used by ADOA in assessing development outcomes no longer matches the Bank's sectors of intervention, and could be updated.

Management Response to the evaluation

Management acknowledges the need to strengthen the assessment of additionality in the ADOA framework in line with some of the recommendations made by IDEV. The evaluation provides an important direction in this regard, which includes reconsidering the current approach of rating overall additionality. In line with the IDEV recommendation, the revised ADOA framework will use a weighted average of individual categories to derive the overall additionality. Management welcomes the findings of the IDEV evaluation and will implement the key recommendations proposed by IDEV. The changes are expected to be implemented by the fourth quarter of 2023 after Board approval of the new framework.



Universal energy access : Are we doing the right things to make this strategic priority achievable?

Evaluation delivered in 2021

The Bank's New Deal on Energy for Africa was launched by President Adesina in 2016 to provide impulse to the "Light up and Power Africa" High 5 strategic priority. Achieving universal energy access by 2025 is one of its key priorities. The economic impact of COVID 19 has rolled back some of the gains made in recent years in reducing the energy access deficit and revealed the inequalities in accessing energy, particularly in rural areas. As the New Deal reaches its mid-term and will be reviewed, and as new electricity access projects are being designed, IDEV delivered an **impact evaluation of the Kenya Last Mile Connectivity Project Phase I**, a UA 99m (USD 131m) project to add more than 300,000 rural and peri-urban households and businesses to the electricity grid.

The evaluation bridges evidence gaps on the uptake and consumption of energy afforded by the project, on the impact of energy access on households, businesses and communities (with a particular focus on women), and on the sustainability of the Bank's large-scale electrification operations. Overall, the project was found to be effective in increasing access to electricity for the beneficiaries. However, the reliability and quality of electricity varied substantially across locations, and there was a limited increase in the productive use of electricity. The evaluation also observed that the development outcomes for the project were unlikely to be sustainable in the near term. Some of the lessons that the evaluation draws are on the productive use of electricity, on the success factors for the quality and reliability of electricity, and on increasing the participation of beneficiaries in electrification projects. The Bank was advised to ensure the sustainability of project benefits, stimulate and manage households' and businesses' demand for the productive use of electricity, and improve the design and implementation of its future electrification projects.

Informing the Bank's third Fragility Strategy

Evaluation delivered in 2021

In 2021, the Bank continued its development of a new five-year Strategy for Addressing Fragility and Building Resilience in Africa, informed by IDEV's 2020 **evaluation of the Bank's Fragility Strategy (2014-2019)**. The IDEV evaluation team and the Strategy development team worked closely together at every step of the process to ensure that the evaluation's findings, lessons and recommendations were well addressed the draft Strategy.

As a follow-up to the 2020 Fragility Strategy Evaluation, CODE requested an **evaluation of the Bank's Transition Support Facility** over the 2014-2019 period to evaluate the Facility more deeply and assess its value as a core instrument in the Bank's toolbox for addressing fragility. The evaluation, delivered end 2021, found the Transition Support Facility to be a highly relevant instrument that has provided operational flexibility and enhanced the level and rapidity of the support provided by the Bank to countries and regions in fragile situations. However, it also noted significant challenges in the design and implementation of the facility that have affected its effectiveness, coherence, efficiency, and sustainability. In these areas, performance often varied across the three pillars of support provided by the TSF. The evaluation outlined a structured set of

lessons as well as recommendations to strengthen future Bank support to countries and regions in fragile situations. These include enhancing the quality of project design, implementation, monitoring and reporting; increasing the scale of funding for the TSF; reviewing the eligibility criteria of the TSF; and improving the efficiency and the sustainability of the Bank's support for arrears clearance.

The TSF evaluation will feed into the Bank's implementation of its broader strategy and engagement with countries and regions experiencing situations of fragility, and will inform discussions at the ADF-16 replenishment on a comprehensive review of the TSF.

Informing the Bank's new Trust Fund Policy

Evaluation delivered in 2020

Resources from trust funds help address key strategic and emerging issues for Africa's development and play an essential role in attracting investment. In 2021, the Bank's portfolio of managed funds reached 46, including 24 multi-donor trust funds. The changes in the size and scope of the Bank's trust fund portfolio have increased the importance and complexity of managing these vehicles. In October 2021, the Board of Directors approved the Bank's new [Trust Fund Policy](#), informed by lessons learned from the implementation of the previous policy dating from 2006.

IDEV's [evaluation of the Bank's Development Partnerships](#) over the period 2008–2019, delivered in December 2020 and presented to CODE in May 2021, covered 75 active partnerships (of which 30 trust funds) and the operations they funded. The evaluation found that trust funds have been instrumental in strengthening the Bank's lending and non-lending portfolios, supporting key projects, new initiatives and crosscutting themes, and that larger trust funds that were better resourced and managed produced better results. It also found that partnerships were more likely to perform when they were embedded in the relevant sector complexes. However, internal stakeholders argued that trust fund resources were increasingly difficult to access, and the number of projects financed by trust funds has declined over time. The evaluation also identified as challenges the fragmentation of trust funds, weak planning, insufficient communication with partners, inadequacy of reporting, delays in project implementation, complex conditions and processes, and the lack of an adequate partnership information system.

The IDEV evaluation team worked together with the team developing the Bank's new Trust Fund Policy to ensure that the evaluation's findings, lessons and recommendations were taken on board in the drafting of the new policy. Consequently, the policy focuses on reducing the fragmentation of trust funds by increasing financing thresholds, and trust fund hosting in sector complexes across the Bank.

Management Response to the evaluation

Management notes that the Partnerships Evaluation and the new Trust Fund Policy have informed one another and have a directional consistency. Both have a common objective of learning from and improving on the Bank's resource mobilization efforts.

Recommendations for the new Policy, Strategy and Action Plan on Climate Change and Green Growth

Evaluation delivered in 2020

The Bank launched its new Climate Change and Green Growth Framework (2021–2030) at the COP26 conference in November 2021. The first of its kind by any multilateral development bank, the Strategic Framework articulates how the Bank will work with African countries to address climate change and promote green growth on the continent. It comprises a policy designed to enhance the Bank’s capacity to drive

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Q: How has the IDEV evaluation helped to inform the new Climate Change and Green Growth Strategy?

A: The IDEV evaluation has guided our efforts to finalise the Bank’s new Climate Change and Green Growth Strategy (2021-2030) adopted by the Board of Directors on October 27th, 2021. The evaluation highlighted the need for better monitoring, evaluation and reporting of climate change and green growth outcomes of the Bank’s operations in countries. The evaluation also observed that the AfDB’s high-level results measurement framework did not report on climate change and green growth related outcomes and results achieved at the project level, apart from an annual estimation of greenhouse gas reduction. The new strategy should therefore bridge this gap with an adequate tool for comprehensive results tracking.

The Climate Change and Green Growth department acknowledged the need to develop a theory of change for climate change and green growth interventions in projects, with specific targets and indicators entered into project logical frameworks. To carry this through, we designed a dedicated Results Management Framework which is linked to our new Climate Change and Green Growth Strategic Framework. The dedicated framework will be instrumental in addressing the gap identified by IDEV’s evaluative evidence. We have also taken on board the need for strong focus on internal capacity development of monitoring, evaluation, reporting, and learning, identified by IDEV as critical to delivering results and gauging the Bank’s progress and performance. One of the Pillars of the new Strategy is therefore “augmenting

staffing and technical capacity to keep pace with the increased scope and needs, strengthening institutional capacity within RMCs, and improving the overall climate change and green growth Monitoring, Evaluation, Reporting and Learning framework”.

Al-Hamndou Dorsouma,

Officer in Charge for Climate Change and Green Growth, AfDB.



green, inclusive, sustainable and climate-compatible growth, a long-term strategy to prioritize interventions, and a five-year action plan.

Delivered in August 2020 and presented to CODE in March 2021, IDEV's **Evaluation of Mainstreaming Green Growth and Climate Change into the AfDB's Interventions** considered all AfDB interventions over a ten year period, from 2008 to 2018, and measured how well the Bank has mainstreamed Climate Change and Green Growth into its policies, strategies and operations in both the public and private sectors. It also analyzed the performance of a portfolio of projects that mainstream Climate Change and Green Growth to determine their relevance, effectiveness, efficiency, and sustainability. IDEV identified the strategic, conceptual, and implementation issues related to Bank interventions and made recommendations accordingly. A separate **project cluster evaluation covering the energy and transport sectors** provided lessons and good practices to enable the Bank to improve the quality and performance of its interventions in these two important sectors.

The findings, lessons, and recommendations in IDEV's evaluations informed the development of the Strategic Framework. For example, on its recommendation to ensure that the Bank's climate finance target is shared across complexes and regions, Management will make the climate finance target a Bank corporate key performance indicator.

Insights for the new Sovereign Operations Restructuring Policy

Evaluation delivered in 2020

In 2021, the Bank initiated work to review and revise its Policy on Portfolio Review and Restructuring, which was approved in 1995. The revision aims to ensure that the policy meets the changed institutional demands and improves its responsiveness to Regional Member Countries.

IDEV's **evaluation of the AfDB's Country Portfolio Review and Restructuring Policy** and its implementing guidelines as they have evolved over the period 2011 – 2019 was instrumental in informing the planned revision of the restructuring policy and guidelines. The evaluation signaled in particular the need to revise the policy in a way as to refocus portfolio management practices on proactive problem solving, to clarify the related roles and responsibilities, and also to refine and improve process efficiency in portfolio and project restructuring.

In December 2021, the Bank's Strategy and Operational Policies Department and IDEV organized a joint internal dissemination and consultation workshop on both the new Bank Group Policy on Sovereign Operations Restructuring and the findings and recommendations of the evaluation of the 1995 Portfolio Review and Restructuring Policy.



Evidence for the evolution of the Private Sector Development Strategy

Evaluation delivered in 2020

In 2021, the Bank continued to prepare its new strategy for Private Sector Development (PSD), which demanded important reflection on the changes that have occurred in the African private sector landscape as well as the Bank's internal reorganization. Also, the Bank's commitments under the GCI-VII capital increase and ADF-15 replenishment that will impact the Bank's engagement with the private sector needed to be integrated. These include expanding NSOs in ADF countries, reinforcing synergies between the ADB and ADF windows, and implementing a systematic and coordinated approach (leveraging partnerships with deeper expertise) to supporting reforms to improve the enabling environment.

IDEV's [evaluation of the Bank's 2013-2019 Private Sector Development Strategy](#) found it to be broadly satisfactory in terms of relevance, implementation, and outcomes. IDEV also identified areas of underperformance, such as the spread of responsibilities for NSOs across different complexes which made it difficult to coordinate, align and generate effectiveness and efficiencies; the failure to integrate sovereign and non-sovereign operations when the operations addressed related areas; and the inability to track the degree to which financial intermediaries channelled the Bank's support to micro, small, and medium enterprises as planned. These shortcomings have been incorporated in the new PSD strategy and will be addressed when implementing the new strategy. Furthermore, the IDEV evaluation was instrumental in formulating the theory of change and providing evidence to support the evolutions in the strategy. The IDEV team engaged with Management in designing the new PSD Strategy throughout the process and in the preparation of the new theory of change for the strategy.

Insight from 12 Years of Operations for the Bank's Water Sector Policy and Strategy

Evaluations delivered in 2019 and 2020

Environmental degradation, climate change, population growth and rapid urbanization are among the factors which have intensified challenges to water security. In May 2021, the Bank approved a new [Policy on Water](#), which supersedes the Integrated Water Resource Management Policy of 2000, followed by a new Water Strategy, approved by the Board in November 2021. Both the Policy and the Strategy were formulated using insights gained from [IDEV's evaluation of the Bank's support to the water sector](#) over a period of 12 years (2005-2016), cluster evaluations of [Rural Water Supply and Sanitation](#), [Urban Water Supply and Sanitation](#), and [Agricultural Water Management](#) projects, and an evaluation of the [African Water Facility](#), delivered in 2019 and 2020.

Extract from the AfDB 2021 Water Policy document

IDEV's evaluation "provided a useful perspective on the Bank's strategies and operational approaches in supporting country-level development of the water sector".

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The various evaluations accounted for the development results of the Bank's investment in the water sector, identifying lessons on how the Bank can contribute most effectively to improve the performance of the water sector. The evaluations covered water supply and sanitation in both rural and urban contexts, and agricultural water management from 41 projects, with case studies from 10 countries. Consequently, the key factor driving the Bank's assistance in water-related operations and planning is the degree to which the water security agenda has already been attained or is being pursued in the applicant country. Also, based on the recommendations of the evaluation, the Bank committed to increase Integrated Water Resources Management and Development, and to assist governments to use new financing to mobilize and leverage more investment resources.

Impulse for the first AfDB Public-Private Partnerships Framework

Evaluation delivered in 2019

In 2021 the Bank continued to develop its first strategic framework for public-private partnerships (PPPs). The strategic framework streamlines Bank-wide PPP efforts across various departments and provides guidance on financial instruments and resources. It recommends a selective approach to operations and markets, based on the Bank's comparative advantage in Africa's infrastructure sector, its convening power on the continent, and the level of maturity of the different markets respectively.

The need for the strategic framework was identified in the [2019 IDEV evaluation of the Bank's use of PPP mechanisms](#). The evaluation, which assessed the Bank's PPP interventions in 65 operations during 2006-2017 in 29 RMCs, concluded that most of the elements needed for a strategic Bank-wide program for supporting PPP development in RMCs were already present in the organization, but in the absence of a strategic framework, the use of these elements had been transactional and not coordinated or synchronized with other elements. The IDEV evaluation, along with other PPP knowledge products produced by IDEV, provided the impulse necessary for the development of a framework for integrated support to RMCs, better leveraging and improving the consistency of the Bank's offerings.

Lessons for a new Integrated Safeguards System

Evaluation delivered in 2019

The Bank's environmental and social safeguards agenda in 2021 was strengthened by IDEV evidence on the performance of its Integrated Safeguards System (ISS) since 2014. The mechanism had been used to support Bank borrowers and build their capacity to avoid, mitigate or compensate for adverse impact on the environment and project-affected people.

The IDEV [evaluation of the Bank's Integrated Safeguards System](#) highlighted some successes in the design and use of the ISS. It also noted some weaknesses which were mainly caused by operational issues and a lack of human and financial resources. The gaps identified in the 2019 IDEV evaluation have been addressed in the draft framework, for instance by extending to 10 operational safeguards in the updated policy versus five in the previous, and clarifying guidance for issues such as community health, vulnerable groups, and labor and working conditions.

Evidence for new Bank Country Strategies

The primary purpose of the four country strategy and program evaluations delivered by IDEV in 2021 was to assess the performance and results of the Bank’s strategies, programs and operations over a period covering two full Country Strategy Papers or longer, and to analyze the Bank’s contribution to each country’s development results. The evaluations also identified the factors that enabled or hampered success and explained why this was the case. Findings, lessons and recommendations from the country strategy evaluations helped the development of new Country Strategy Papers for these countries and informed decision-making on improved future support in the Bank’s RMCs.



Gabon Country Strategy and Program Evaluation

Portfolio of **26** AfDB projects for
USD 1.5 billion of financing

Findings

Relevance:

Satisfactory

Effectiveness:

Satisfactory

Efficiency:

Unsatisfactory

Sustainability:

Unsatisfactory

Lessons

- | Policy dialogue helps to improve strategy and program design and delivery.
- | The concentration of resources in a limited number of sectors is crucial for the Bank to make a difference.
- | Frequent changes in strategic orientations or operational priorities constrain the implementation of the indicative lending program.
- | PBOs with flexible conditions and rapid disbursements are a powerful instrument in the event of a fiscal crisis.
- | Institution building through a participatory approach, good governance, a control and accountability culture, and the consolidation of monitoring and evaluation capacity are key to the effectiveness of the Bank's technical assistance projects in Gabon.

Recommendations for the Bank:

- | Deepen the analysis of Gabon's specific context and challenges;
- | Strengthen the selectivity of the Bank's interventions around key sectors with high impact for economic recovery and diversification;
- | Strengthen the implementation of the Bank's country program;
- | Support the promotion of Public Private Partnerships; and
- | Improve the sustainability of the Bank's interventions.

Management Response to the evaluation

Management appreciates the quality of the analysis in the evaluation report and has already taken into consideration the report's findings and recommendations. The various lessons and recommendations identified will guide the dialogue with stakeholders at the country level as well as the implementation of the country program in the future.

IDEV Evaluator insight



“ We received strong support from the Gabon Country Office to find work-arounds so that this evaluation could be conducted successfully in the midst of the COVID 19 pandemic. The availability of the Bank's staff in Gabon and excellent relations with the Gabonese government enabled us to counter the travel ban by organizing virtual interviews and deploying local consultants for data collection from field visits. ”

Samson Houetohossou,
Principal Evaluation Officer



Rwanda Country Strategy and Program Evaluation

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Portfolio of **37** AfDB projects for
USD 1.7 billion of financing

Findings				
Relevance:	Coherence:	Effectiveness:	Efficiency:	Sustainability:
Highly Satisfactory	Highly Satisfactory	Satisfactory	Satisfactory	Partly Unsatisfactory

Lessons

- Rightly sequenced and coherent approaches can make critical contributions to sector development.
- Adapting the country program to the prevailing situations of vulnerability to climatic and health shocks enabled the Bank to effectively respond to the country needs.
- Deployment of sector experts in the Country Office with implementation support responsibilities can enhance the delivery of Bank support.

Recommendations for the Bank:

- Maintain a focus on key sectors while improving selectivity and sustainability;
- Sharpen the strategy and approach to private sector development by making it more coherent and comprehensive;
- Ensure the sustainability of the long-term benefits of infrastructure projects through policy dialogue;
- Continue supporting the country to overcome the challenges of COVID-19 and facilitate post-pandemic economic recovery in collaboration with other development partners.

IDEV Evaluator insight



“ Stationing a full-time staff officer with responsibilities for the water supply and sanitation sector in the Rwanda Country Office proved to be highly effective in supporting the government’s efforts to advance its investments and reform in that sector. It is expected that other core sectors would benefit from this example. ”

Girma Kumbi,
Chief Evaluation Officer

Q&A

Q: Which findings from the evaluation have you found useful in preparing the new Rwanda CSP?

A: Firstly, the recommendation to sharpen the strategy and approach to private sector development by making it more coherent and comprehensive. This is a bigger Bank-wide conversation, and I hope that once finalized, the new Private Sector Development Strategy will provide guidance.

Secondly, the need to ensure the sustainability of the long-term benefits of infrastructure projects. This is already happening, but it has to figure more in project formulation, in addition to policy dialogue. And thirdly, the advice to streamline the work on skills development.

Aissa Toure Sarr,

Country Manager
Rwanda Country Office





Angola Country Strategy and Program Evaluation

Portfolio of **25 AfDB projects** for **USD 2.53 billion** of financing

Findings				
Relevance:	Coherence:	Effectiveness:	Efficiency:	Sustainability:
Satisfactory	Satisfactory	Satisfactory	Unsatisfactory	Partly Unsatisfactory

Lessons

- ❑ Failure to systematically identify, adopt and monitor measures to mitigate sudden shocks in the country context can have a major adverse effect on public finance and, in turn, on the country’s ability to effectively use further external assistance.
- ❑ Efforts to improve the business enabling environment may not have the desired supply response unless the adverse changes in the country context are adequately addressed by the Government.
- ❑ Solid investments in economic and social infrastructure, and in new skills and technical capacities, can yield good returns in Angola.
- ❑ Enhancing support and investments in capacity building activities can achieve sustained benefits when these are accompanied by relevant beneficiary institutional arrangements and legal framework support.
- ❑ Projects that are firmly aligned with national strategies, meet beneficiary expectations, and take into consideration institutional realities, stand the best chance of being implemented in a timely and effective manner.

Recommendations:

- ❑ Enhance the dialogue with the Government of Angola and Project Management Units to address the operational and implementation issues identified by the evaluation;
- ❑ Strengthen support for private sector development;

- Strengthen non-lending operations in Angola;
- Take measures to help mitigate the impacts of the COVID-19 pandemic on program implementation and country engagement.

IDEV Evaluator insight



“ The Bank’s support to Angola through its recent strategy documents for the period 2011-2020 shows an increased engagement through strategic dialogues and growth in its lending program. The Bank in Angola has earned a reputation of a trusted partner in development, having worked and continuing to work to respond to the country’s focus of diversifying its economy by developing the agriculture, power and water sectors to reduce its oil dependence and strengthening economic governance for sustained growth and poverty reduction. ”

Akua Arthur Kissi,
Principal Evaluation Officer

Q&A

Q: Which findings from the evaluation have you found useful in preparing the new CSP/conducting Bank operations in Angola?

A: The evaluation of the implementation of CSPs in Angola 2011-2020 was a useful opportunity to step back from the operational cycle and look at lessons learned from the past. It coincided with the start of my mandate as Country Manager in Angola. The evaluation came during a difficult economic juncture, with credit downgrades limiting the available headroom for the Bank to finance the development trajectory of Angola, and the Government embarking on a set of important economic reforms.

The exercise allowed us to identify an approach to remain relevant in this difficult context, placing emphasis on knowledge work; on improving portfolio quality; and on accelerating the development of a pipeline for non-sovereign operations.

Pietro Toigo,

Country Manager
Angola Country Office





Uganda Country Strategy and Program Evaluation

Portfolio of **54** AfDB projects for **USD 2.8 billion** of financing

Findings				
Relevance:	Coherence:	Effectiveness:	Efficiency:	Sustainability:
Satisfactory	Satisfactory	Partly Unsatisfactory	Partly Unsatisfactory	Partly Unsatisfactory

Lessons

- ▮ Larger projects generate greater impacts for more communities.
- ▮ Adequately assessing the government’s borrowing policy when formulating the country strategy would avoid re-orientating efforts midway.
- ▮ Close attention to quality at entry when planning and designing new operations would reduce implementation challenges and facilitate the timely completion of projects.
- ▮ Public-private partnerships in infrastructure development offer the opportunity to increase the share of private sector operations in the Bank’s portfolio.

Recommendations:

- | Adapt the CSP priorities to the country context in the areas of skills development and private sector growth;
- | Refocus support for the energy sector;
- | Make Bank-supported benefits more sustainable.

IDEV Evaluator insight



“ The evaluation engaged with key stakeholders inside and outside the Bank during the whole process. Although COVID-19 disrupted the normal evaluation process, BDEV adapted its approach and delivered this evaluation for timely decision-making. This would not have been possible without the support of the Bank’s County Office in Uganda and the Ministry of Finance, Planning and Economic Development of Uganda. ”

Girma Kumbi,
Chief Evaluation Officer

Q&A

Q: Which findings from the evaluation have you found useful in preparing the new CSP in Uganda?

A: The Independent Evaluation Department’s analysis of the Uganda Country Strategies between 2011 and 2021 has been very useful for our work as we prepared the Uganda Country Strategy Paper 2022-2026. The analysis provided solid conclusions and recommendations that we took on board when preparing the new Strategy. For example the new

Strategy has focused on a single priority area with four sectors of focus, compared to previously nine sectors. This will allow the Bank to consolidate its previous support to Uganda while ensuring a stronger presence in the four selected sectors.



Augustine Ngafouan,
Country Manager
Uganda Country Office

Responding to other evaluation needs

IDEV also continued to deliver other evaluation products included in its 2019-2021 work program, including a cluster evaluation of AfDB road and port projects and its yearly reports on PCR validations and on the Management Action Record System, which tracks the implementation of evaluation recommendations.

In addition, in 2021, IDEV responded to strong demand from the Bank's Board of Directors and Management for evaluative knowledge to meet new, and sometimes unexpected challenges. During the annual discussion with CODE on the following year's work program, some changes had been made for 2021. An unplanned yet circumstantially important addition to our 2021 work program was the evaluation of the Bank's crisis response support to African countries in the face of COVID-19. Other new evaluation priorities for 2021, as expressed by CODE, were the evaluation of the Bank's Transition Support Facility and the evaluation of counterpart funding in sovereign operations, expected to inform the revision of the Bank's policy on eligible expenditures. Given the workload already bestowed on IDEV, it was agreed to make space in the work program for these three evaluations by reducing the budget for Project Completion Report validation field visits, reducing the number of Expanded Supervision Report validations, postponing the foreseen validation synthesis report, and dropping a planned impact evaluation.

IDEV had also received bilateral requests from various Bank departments in view of undertaking evaluations of the Bank's Knowledge Management Strategy 2015-2020, the Bank's Ethics Office, and the Multi-Partner Somalia Infrastructure Fund. For these requests it was agreed that IDEV would remain responsive to enhancing the institutional effectiveness of the AfDB by providing technical support for an external evaluation. IDEV also provided technical support for other Bank departments' evaluations that came up over the course of the year, such as those of the Bank's IT Strategy and the Strategy of the African Natural Resources Center.

A cluster evaluation of AfDB road and port projects

The Bank's 1993 Transport Sector Policy still guides the sector's operations, although discussions have been held in view of renewing the policy to align it better with current contexts and issues, including urban transport, multimodality, and the electrification of transport. In addition, transport projects need to align to more recent policy developments such as the High 5 strategy to Integrate Africa, and new thematic policies for gender, climate change and fragility.

In October 2021, IDEV released its [Cluster Evaluation of AfDB Road and Port Projects](#) (2012–2019). The evaluation aimed at identifying lessons which will inform future strategic and operational directions for the Bank's assistance in the transport sector and to inform any revision to the AfDB Transport Policy. It covered 18 transport projects dedicated to the two sub-sectors of roads/highways and ports/water & fluvial transport which account for the bulk of the transport portfolio.

The evaluation, among other things, concluded that the reviewed projects supported African countries in their need to expand their transport network and services, which were identified as investment priorities by the countries themselves. Completed

Are we improving implementation of cross-cutting issues ?

The evaluation found that gender, climate, and fragility are better integrated in the design of recent transport projects, but the contribution of transport projects to green growth is not well defined. Compared to the past, the reviewed projects outline a better approach to tackle the drivers of fragility and gender inequality by providing ancillary services that empower local populations. This performance can be explained by the fact that the Bank has equipped itself with practical tools (fragility lens and gender mainstreaming) to better consider these two cross-cutting aspects. Regarding green growth, the evaluated projects systematically integrated resilience to climate change in project design, but they do not define to what extent they can mitigate climate change.

projects were found to have achieved substantial transport efficiency gains that benefited the local populations and businesses. However, the planning of transport project timelines and budgets proved to be challenging, and their sustainability remains questionable due to ongoing reforms to road funds and road agencies not being completed. The evaluation also drew lessons from the design and implementation of road and port projects in the areas of project development outcomes, project performance, project sustainability, and data collection and monitoring.

Keeping track of Management's commitments

In 2021, IDEV delivered its annual MARS Report for the years 2020 and 2021. The MARS tracks the status of implementation of actions that Bank Management has committed to in response to recommendations from independent evaluations. These actions are set out in the Management Response that accompanies each evaluation which is presented to CODE. IDEV MARS reports subsequently examine the extent to which AfDB Management has adopted the agreed evaluation recommendations by assessing the alignment of the actions to the respective recommendations and the degree of implementation of the actions, including timeliness. The 2020 MARS report in addition reports on progress made on the implementation of the recommendations from the [first IDEV MARS Report of 2019](#).

The [2020 MARS Report](#) considered the evaluation recommendations with all their actions due by 30 June 2020, which represents 124 recommendations from 41 evaluations, with 394 actions. The [2021 MARS assessment](#) in turn considered the evaluation recommendations with all their actions due by 30 June 2021, which represents 149 recommendations from 52 evaluations, with 403 actions. The reports concluded that the alignment of action plans to evaluation recommendations has significantly improved from 84% rated high in 2019 to 90% in 2020 and 95% in 2021. The cumulative percentage of highly and substantially implemented action plans also

increased, from 26% in 2019 to 41% in 2020, and stands at 43.5% in 2021, which shows a gradual improvement since IDEV's first MARS report in 2019. Timeliness has especially improved, with the average implementation delay reduced from 624 days in 2019 to 410 days in 2020 and 305 days in 2021, although timeliness remains the main reason for weak implementation ratings. As concerns the level of adoption, the proportion of recommendations rated high or substantial has increased only slightly from 41% in 2020 to 43.5% in 2021, after a significant jump from 26% to 41% between 2019 and 2020. Overall levels of adoption remain low due primarily to lack of timeliness and lack of implementation.

Validating the Bank's project performance

Each year, the Bank undertakes self-evaluations of its completed sovereign operations through PCRs prepared by the appropriate operations departments. These PCRs are then validated by IDEV, which produces independent PCR Evaluation Notes (PCRENs) and a synthesis report on the PCRENs. In 2021, IDEV reported on the PCRENs of 65 PCRs selected from the 89 PCRs prepared in 2019. The [Synthesis Report on the Validation of 2019 PCRs](#) reveals the PCR quality and the performance of the projects, the Bank and borrowers; and offers lessons for improving the quality of PCRs and project results performance.

The Synthesis Report found that project performance had progressed from an average score of 2.80 (out of 4) in 2018 to 3.04 in 2019. Still there is scope to improve the quality of project results frameworks, timeliness, the realism of estimated project costs, and projects' financial sustainability. The performance of the Bank, Borrowers, and other development partners contributed to project performance and was, on average, satisfactory.

The quality of the 2019 PCRs was also found satisfactory overall, with an average score of 2.80. About 77 % of the PCRs were rated satisfactory or above on nine criteria of quality. However, the Synthesis Report revealed a gap between the Bank's self-evaluation of project performance and the independent validation by IDEV. Overall ratings of project effectiveness had a relatively high disconnect of 23 percentage points, followed by a disconnect of 17 percentage points between self and independent ratings on the sustainability rating, and a disconnect of 15 percentage points on the rating of efficiency. Further areas for improvement of PCR quality include PCR compliance with the Bank's guidelines, M&E systems, and a distinction in formulating the lessons and recommendations.

In total, the evaluation of projects produced 306 lessons. The synthesis report identified three wider lessons and issues that underline the importance of evaluating projects' performance in their historical context, capturing unintended effects, and clearly defining the PCR scoring criteria and interpretations as well as the appropriateness of the aggregate score. These lessons are useful for measuring project success, avoiding misleading results and ensuring that the results are relevant to help the Bank's staff, Management, and Board of Directors in decision making in order to deliver the Bank's Ten-Year Strategy (2013–2022).







04

PROMOTING LEARNING AND BUILDING A CULTURE OF EVALUATION

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Sharing evaluative knowledge, promoting learning from evaluations, and building a culture of evaluation are important for improving evidence-informed decision-making.

Through knowledge products, outreach, events and other knowledge sharing activities, IDEV promotes learning from evaluations by the Bank, RMCs, and development partners, thereby contributing to organizational learning, effective programming, collaboration, capacity building and better policies and strategies intended to benefit people and communities.

Networks, whether they be national, regional or global, allow evaluators to share information and knowledge, to learn from each other, and to join forces in the furthering of their profession. IDEV promotes an evaluation culture through partnerships and networks, such as the Evaluation Cooperation Group, the OECD/DAC Evaluation Network, the Global Evaluation Initiative and EvalPartners. It also hosts the Secretariat of the African Parliamentarians' Network on Development Evaluation (APNODE), an important means of raising evaluation standards at country level.

With our partners, we endeavoured in 2021 to implement our evaluation knowledge and capacity mandate through initiatives targeting internal AfDB and external audiences.

Sharing knowledge to promote learning

In 2021, IDEV continued its focus on the effective communication of its evaluation findings, lessons and recommendations. Different information types, from key messages to in-depth analyses, were packaged to reach different target audiences. An average of two knowledge products were produced to accompany each

completed evaluation in 2021. IDEV's range of knowledge products was maintained, and showcased through the production of executive summaries, briefs, highlights, and lessons notes to complement each evaluation summary report. In addition, three editions of eVALUation Matters, IDEV's magazine that offers perspectives and insights on evaluation and development, were produced in 2021: [Civil Society in Evaluation](#), [Evaluation in the Time of Corona](#), and Learning from Successes and Failures in Evaluation. The editions attracted authors from within the Bank and from partner organizations and networks. All knowledge products were posted on the IDEV website and promoted via eVALUation Matters, in a bimonthly electronic newsletter and through social media engagement.

IDEV also conducted active outreach to share evaluative knowledge with key target audiences such as end users. For example, it organized a webinar on [Fostering Integrated Solutions for Sustainable Development Impact](#) which engaged the Bank's Management and operations teams working in the infrastructure sectors to discuss critical lessons and recommendations from relevant evaluations and to explore appropriate ways to incorporate integrated solutions into the design of future Bank infrastructure interventions. The webinar also resulted in the production of an Evaluation Lessons knowledge product entitled ["Fostering Integrated Solutions for Sustainable Development Impact in the AfDB's Infrastructure Interventions: Lessons from IDEV's Evaluations"](#).

In collaboration with the Bank's Transition States Department, the webinar [Reinforcing the AfDB's Engagement in Fragile States](#) aimed at raising awareness of and encouraging discussions on the way forward for the Bank's strategy to address situations of fragility in Africa. The webinar coincided with the release of IDEV's evaluation of the Bank's Strategy for Addressing Fragility and Building Resilience in Africa (2014-2019). Based on the findings of the evaluation, IDEV also developed an [animation](#), presented at the high-level Africa Resilience Forum, hosted by the Bank in September.

Finally, a joint workshop covering IDEV's evaluation of the Bank's Portfolio Review and Restructuring Policy and the draft new Bank Group Policy on Sovereign Operations Restructuring was held with the Bank's Strategies and Operational Policies Department.

To further disseminate evaluation results and contribute to enhanced learning, in 2021, we also participated in events organized by other Bank departments and external partners. For example, IDEV took part in the Institutional Capacity and Fiduciary Clinic workshops organized by the African Development Institute in Benin, Central African Republic, Burkina Faso and Chad, sharing lessons from Project Completion Report validations and from its knowledge tool, the [Evaluation Results Database](#) (EVRD), which contains over 2382 reports, 4774 recommendations and 4597 lessons from evaluations.

IDEV also participated in the annual gLOCAL Evaluation Week, during which we organized two learning events on the topics of ["The role of parliamentarians in the fight against corruption"](#) and ["Evidence use by Parliaments during COVID-19 pandemic"](#). At the [Evidence for Development/What Works Global Summit](#), a virtual event organized by the Campbell Collaboration and the Global Development Network, five IDEV evaluators participated in panels, leveraging their expertise to contribute to the discussion of a range of topics, including knowledge brokering in Africa, gender, impact evaluations and evidence for development in international cooperation.

Q&A

Q: How does IDEV's evaluative knowledge assist AfDB operational departments ?

A: I very much appreciated the opportunity to be one of the five panel members at IDEV's event on the theme of integrated solutions for sustainable development impact. The event was one of the IDEV "Learning from Evaluation" series, and the name is truly fitting. The event brought together staff working in various operations departments, including the transport sector, to discuss with Chief Evaluation Officer Joseph Mouanda about the critical opportunities and lessons for integrated infrastructure projects.

The 2-hour panel discussion was lively and informative for staff. What transpired was the willingness to work in a true One Bank spirit to continue to incorporate integrated solutions into infrastructure projects. We concurred that a project from one sector may need a project from another sector to address development holistically, yet multisectoral work requires careful planning to align with the socio-economic needs of project beneficiaries. My key takeaway is that sustainability is as important as quality at entry. In the preparation phase, we should ensure that the project not only answers the main development issues pointing to the actionable solution, but also facilitate continued participation of project beneficiaries from project design to the operational phase of the constructed infrastructure. One of the lessons learned from this project is that during project implementation, there should be clear and written agreements with the decentralized authorities and beneficiaries on how the socioeconomic infrastructure provided under the project will be operated and maintained.

Lydie Ehouman

Acting Division Manager/
Chief Transport
Economist, Transport and
Logistics Division,

Infrastructure and Urban
Development Department



Partnerships and activities to develop evaluation capacity

Evaluation Capacity Development is an important activity for IDEV and 2021 was no exception. Several virtual trainings and learning events targeting internal and external audiences were organized. For example, in February, the five-day course on Evaluation Design and Approaches from the International Program for Development Evaluation strengthened the capacity of 30 IDEV staff.

We continued promoting knowledge exchange and learning among parliamentarians, and stimulating demand for evaluation, through our hosting of the [APNODE Secretariat. APNODE's 6th Annual General Meeting](#) was organized virtually and included two high-level dialogue forums on the themes of: 'Parliamentary action in times of crisis: engaging constituents and addressing citizens' needs – lessons from the COVID-19 pandemic', and 'Enhancing parliamentary oversight for transformative development – what are the strategic imperatives?', together with a Master Class on "Strengthening parliamentary oversight and capacity through digitalization: experiences on the development and piloting of the African parliamentary oversight tool".

We supported the supply side of evaluation through our engagements with [the Evaluation Platform for Regional African Development Institutions, Twende Mbele, EvalPartners, and the Global Evaluation Initiative.](#)

[In favor of evaluation capacity development in French speaking African countries, we supported a regional conference](#) on the theme of "Impact evaluation at the heart of decision-making for development agendas, in light of current challenges" organized by the [Center for Learning on Evaluation and Results for Francophone Africa](#) and the [Réseau Francophone d'Évaluation](#). We also contributed as speakers and discussants to the [Forum International Francophone de l'Évaluation 2021](#) and in a training initiative in February by the Ivorian 'Evaluation Lab', themed [Evaluation in a crisis situation.](#)

05

LOOKING AHEAD : A NEW WORK PROGRAM FOR 2022-2024



In 2021, IDEV pursued an inclusive process to develop its new three-year **work program for 2022–2024**. Following extensive consultations with stakeholders across and beyond the Bank, discussions were held with CODE and Senior Management to ensure that the proposed program of evaluations responds to the needs of, and supports, the Bank over the coming three years. The program has been designed to focus more strongly on the utility and use of IDEV evaluations, on knowledge sharing and on engagement with stakeholders. Careful consideration has been given to meeting evaluative knowledge needs, achieving the right balance in IDEV’s product mix, enhancing the quality and credibility of evaluation work to deepen impact, and strengthening the utilization of evaluations through knowledge, outreach, evaluation capacity development and the quality of interactions with stakeholders.

Its main features are:

- Higher-level evaluations (country/regional, thematic/sector and corporate) continue to be the key focus of IDEV’s work.
- Project level evaluations to be carried out through project cluster evaluations, which are focused on learning, and through impact evaluations.
- Timely delivery of PCR and XSR validations to ensure that they: i) inform higher-level evaluations as building blocks; ii) support accountability; and iii) provide credible information on development results.
- Knowledge management, dissemination and outreach activities are strategically planned and sequenced to optimize the use of evaluation findings to support: i) learning and decision-making within the Bank (operations, strategic and policy-making functions, corporate services); ii) accountability to shareholders; and iii) learning for RMCs and other development partners.
- Strengthening of evaluation systems, capacity, and culture within the Bank and RMCs through regular consultation and briefing of Bank Senior Management, and enhanced stakeholder engagement throughout the evaluation process.

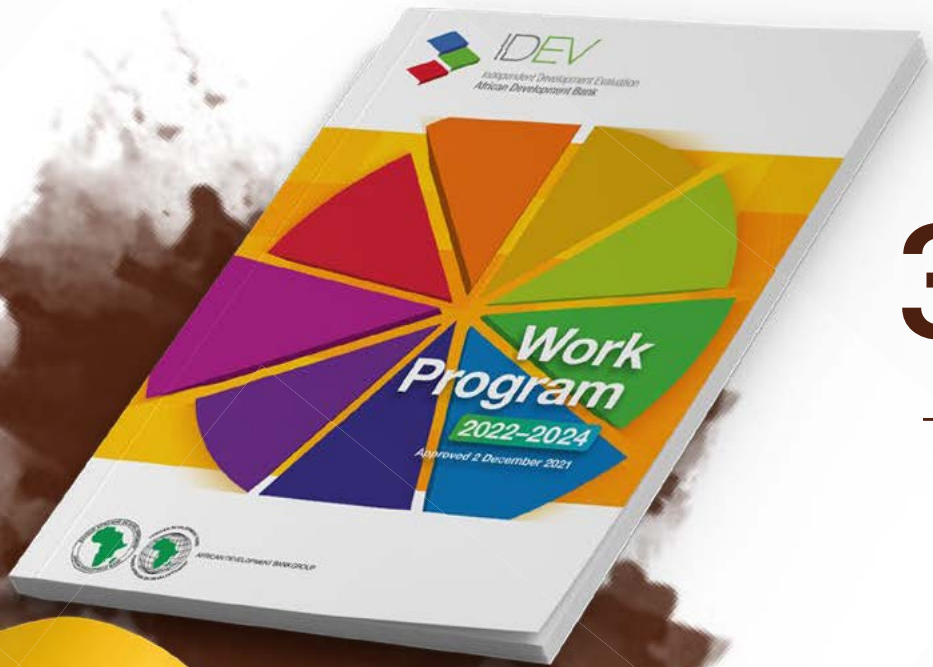
IDEV Evaluator insight



“Advances in technology and systematic digitalization already allow the collection of very large volumes of data, in record time and at a lower cost. Over IDEV’s next work program period, evaluation practices will increasingly use “big data” and spatially localized data. Artificial intelligence through algorithms will then allow to establish quasi-experimental conclusions on the contribution of programs and policies to population or community outcomes. Furthermore, geolocation and the measurement of social interdependencies will provide new insights into the contribution of social mimetism and spillover effects to the outcomes of projects and programs.”

Eric Kere,
Senior Evaluation Officer

Under the 2022-2024 work program, IDEV is due to start 36 evaluations over the period. It expects a smooth implementation of the work program in terms of internal task allocation, since nearly all vacant positions in the department have been filled. However, external challenges related to the global shortage of qualified evaluators, data inadequacies, and weak monitoring and evaluation systems in member countries will require our sustained attention. In responding to these challenges, IDEV will continue to enhance its capacity to design and implement evaluations, knowledge management and evaluation capacity development under diverse contexts, to be innovative in its approaches, and to contribute to the improvement of monitoring and evaluation systems inside and outside the Bank.





06

IDEV ORGANIZATION

Taking stock of our achievements in 2021, we are grateful to all individuals and organizations who have participated in our work program or have supported our work during this past year. We are particularly thankful to the AfDB Board of Directors, Management and staff, who engaged with our evaluation products and events and guided us towards a work program that will continue to deliver timely evaluative evidence to support the Bank.

A special word of thanks goes to our partners who made it possible for IDEV to carry out its planned evaluations, to facilitate knowledge sharing and learning around key thematic issues, and to further evaluation capacity development on the continent.

IDEV staff and consultants have an extensive and diverse range of academic backgrounds and (evaluation) experience. They have worked with a wide variety of government entities, multilateral development agencies and the private sector, both within and outside of the African continent.

As of December 2021, IDEV had 48 employees (excluding vacant posts), of which 32 professional level staff, 8 general service staff and 8 consultants, from 24 countries. Women accounted for 38 percent of the professional level staff and 46 percent of the total headcount.

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Front office			
Last Name	First Name	Division	Position
ROT-MUNSTERMANN	Karen	IDEV.0	Acting Evaluator General
ANGUKO	Andrew	IDEV.0	Chief Quality and Methods Advisor
ADZOBU-AGYARE	Ruby	IDEV.0	Assistant to the Director
DIOP	Myrtha	IDEV.0	Senior Budget and Administrative Assistant

Power, Energy, Climate Change and Green Growth; Private Sector, Infrastructure, Industrialization; and Integration evaluations			
Last Name	First Name	Division	Position
FASSIL	Rufael	IDEV.1	Division Manager
BANSE	Clément	IDEV.1	Chief Evaluation Officer
MOUANDE	Joseph	IDEV.1	Chief Evaluation Officer
DIOMANDE	Mabarakissa	IDEV.1	Principal Evaluation Officer
HUSSEIN	Khaled	IDEV.1	Principal Evaluation Officer
ISSAHAQ	Jalaludeen	IDEV.1	Principal Evaluation Officer
NSUNE	Andson	IDEV.1	Principal Evaluation Officer
LY	Boubacar	IDEV.1	Senior Evaluation Officer
BALDE	Racky	IDEV.1	Evaluation Officer
CAMARA	Latefa	IDEV.1	Evaluation Officer
UZOR	Eustace	IDEV.1	Evaluation Officer
YOBOUE	Stephanie	IDEV.1	Evaluation Officer
AYARI	Henda	IDEV.1	Team Assistant

Agriculture, Human and Social Development, Country and Corporate evaluations			
Last Name	First Name	Division	Position
MAMPUZHASSERIL	Madhusoodhanan	IDEV.2	Division Manager
KUMBI	Girma	IDEV.2	Chief Evaluation Officer
AGBADOME	Oswald	IDEV.2	Principal Evaluation Officer
ARTHUR-KISSI	Akua	IDEV.2	Principal Evaluation Officer
HOUETOHOSSOU	Samson	IDEV.2	Principal Evaluation Officer
MWAKA	May	IDEV.2	Principal Evaluation Officer
YANTIO	Debazou	IDEV.2	Principal Evaluation Officer
KERE	Eric	IDEV.2	Senior Evaluation Officer
BAGAYOKO	Bilal	IDEV.2	Evaluation Officer

Last Name	First Name	Division	Position
YAI	Eric	IDEV.2	Evaluation Officer
AKABZAA	Roland	IDEV.2	Research Assistant
KOUASSI	Parfait	IDEV.2	Team Assistant
CAMARA	Benjamin	IDEV.2	Consultant
KHOALI	Mohammed	IDEV.2	Consultant
MENSAH	Clement	IDEV.2	Consultant
NGOULMA	Jeannot	IDEV.2	Consultant
NYARIGE	David	IDEV.2	Consultant

Knowledge Management, Outreach and Capacity Development

Last Name	First Name	Division	Position
ROT-MUNSTERMANN	Karen	IDEV.3	Division Manager
GIJSBRECHTS	Dieter	IDEV.3	Principal Knowledge Management Officer
HANSON	Kobena	IDEV.3	Principal Evaluation Capacity Development Officer
MUSUMBA	Jayne	IDEV.3	Principal Knowledge Management Officer
NYAGAHIMA	Jacqueline	IDEV.3	Principal Knowledge Management Officer
GASSAMA	Raky	IDEV.3	Senior Knowledge Management Officer
STONEY	Kate	IDEV.3	Senior Communications Officer
AMARAL	Cecilia	IDEV.3	Knowledge Management Officer
LINDSAY	Najade	IDEV.3	Knowledge Management Officer
DIEYE	Souleymane	IDEV.3	Senior Evaluation Database Assistant
ANON-KOUADIO	Claire	IDEV.3	Team Assistant
KOUMA MOULOD	Aminata	IDEV.3	Evaluation Knowledge Assistant
BONGA	Olive	IDEV.3	Communication Consultant
PIOTIE	Sonia	IDEV.3	APNODE Consultant
YOUSSOUF	Foteh	IDEV.3	Junior Consultant Knowledge Management, Communication,, capacity development and events



ANNEXES

44 | IDEV 2019 – 2021 Work Program,
updated in December 2021

**Summary of IDEV Evaluations
Delivered in 2021** | **47**

62 | Implementation of Management
actions in response to IDEV
recommendations

**Capacity Development, Knowledge
Sharing and Learning** | **64**

IDEV 2019 – 2021 WORK PROGRAM, UPDATED IN DECEMBER 2021

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Type of evaluation	Work program year	Status at 31 December 2021
Validation		
2018 PCR validations: 65	2019	Completed
2018 PCR validation synthesis report	2019	Completed
2014-2019 XSR validations	2019-2020	Completed
2014-2019 XSR validation synthesis report	2020	Completed
2019 PCR validations: 65	2020	Completed
2019 PCR validation synthesis report	2020	Completed
2020 PCR validations: 65	2021	Completed
2020 XSR validations: 15	2021	Completed
2020 PCR and XSR Validation Synthesis report	2021	Postponed
Project cluster		
Transport	2019	Completed
AfDB Economic and Sector Work	2020	Cancelled (timing no longer opportune)
Management of African Development Fund projects in RMCs	2021	Ongoing
Impact		
Last Mile Connectivity Energy Project - Kenya	2019	Delivered
Public Finance Modernization Support Project - DRC	2020	Ongoing
Support for a Technical, Industrial, Vocational and Entrepreneurship Training Project	2021	Cancelled in favor of evaluations of TSF and counterpart funding

Type of evaluation	Work program year	Status at 31 December 2021
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Country and Regional Integration Strategy and Program

West Africa RISP Completion Report Validation	2019	Completed
Gabon CSPE	2019	Completed
Mauritania MTE	2019	Converted to full CSPE, Ongoing
Djibouti CSPE	2019	Ongoing
Comoros CSP Completion Report Validation	2020	Replaced by a CSP MTR Validation in the 2021 work program
Uganda CSPE	2020	Delivered
Rwanda CSPE	2020	Completed
Angola CSPE	2020	Completed
Benin CSPE	2020	Ongoing
São Tomé and Príncipe CSPE	2021	Ongoing
Equatorial Guinea CSP Mid-Term Review Validation	2021	Ongoing
Niger CSP Mid-Term Review Validation	2021	Ongoing

Sector and Thematic

(added) African Water Facility Trust Fund (AWF)	2019	Completed
Evaluation of the Bank's Private Sector Development Strategy	2019	Completed
Evaluation of the Bank's Partnerships	2019	Completed
Evaluation of the Bank's Loan Syndication	2019	Completed
Evaluation of the Bank's Guarantee Instruments	2020	Replaced by ADOA Framework evaluation
ADOA Framework evaluation	2020	Completed
Evaluation of Non Sovereign Operations	2020	Ongoing
Mid-term Evaluation of the AfDB's Strategy for Jobs for Youth in Africa (2016–2025)	2021	Ongoing
Evaluation of the AfDB's support to Renewable Energy (Geothermal, Hydro, Solar, Wind, etc.)	2021	Ongoing
(added) Evaluation of the Transition Support Facility	2021	Delivered

Type of evaluation	Work program year	Status at 31 December 2021
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Corporate

Evaluation of the Bank Group Policy on Portfolio Review and Restructuring	2019	Completed
Evaluation of the AfDB's Civil Society Engagement	2019	Completed
Evaluation of the Bank's 2014 Amended Credit Policy	2020	Replaced by Evaluation of Non-Concessional Debt Accumulation Policy
Evaluation of the Bank Group Policy on Non-Concessional Debt Accumulation	2020	Completed
Mid-Term Evaluation of the Bank's Results Measurement Framework 2016- 2025	2020	Completed
Evaluation of the Bank's Strategy for 2013–2022	2021	Ongoing
Evaluation of the Bank's crisis response support to RMCs in the face of COVID-19	2021	Ongoing
(added) Evaluation of Counterpart Funding	2021	Ongoing

Evaluation synthesis

Gender Mainstreaming	2019	Completed
Response to Inclusive Growth	2020	Ongoing
Support for Agriculture and Agribusiness Growth and Productivity	2021	Ongoing

IDEV MARS Report

IDEV MARS Report 2019	2019	Completed
IDEV MARS Report 2020	2020	Completed
IDEV MARS Report 2021	2021	Completed

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SUMMARY OF IDEV EVALUATIONS DELIVERED IN 2021



PCR Validation Syntheses



Synthesis Report on the Validation of 2019 Project Completion Reports

What did IDEV evaluate?

The AfDB undertakes self-evaluations of its sovereign operations through Project Completion Reports (PCRs) prepared by the appropriate operations departments. These PCRs are then validated by IDEV, which produces independent PCR evaluation notes (PCRENs) and a synthesis report on each year's PCRENs. This 2019 synthesis report relates to the PCRENs of 65 PCRs selected from the 89 PCRs prepared in 2019, and summarizes: (i) the key results of the 2019 PCRENs, focusing on the PCR quality and the performance

of the projects, Bank and Borrowers; and (ii) the key lessons for improving the quality of PCRs and project results performance.

What did IDEV find?

- I Overall project performance was found satisfactory and progressed from an average score of 2.80 (out of 4) in 2018 to 3.04 in 2019. Although 98% of projects were found relevant, there is scope to improve the quality of the project results framework, timeliness, the realism of estimated project costs, and financial sustainability.
- I The quality of the 2019 PCRs was found satisfactory overall, with an average score of 2.80, as in 2018 and 2016. About 77 % of the PCRs were rated satisfactory or above, which is similar to 2018 (78%).
- I The performance of the main stakeholders (Bank, Borrowers, and other development partners) contributed to project performance and was, on average, satisfactory but has shown no real trend over the 2016–2019 period.
- I Areas for improvement include PCR ratings, PCR compliance with the Bank's guidelines, M&E systems, as well as a distinction in formulating the lessons and recommendations.

What lessons did IDEV draw?

Project preparation and design:

- I Building on previous lessons is essential to ensure high-quality project design.
- I Projects are more likely to succeed if key performance indicators are established in a meaningful and measurable way during the design phase, rather than being left as an implementation task.

- ▮ The design phase is critical in project success. Design weaknesses tend to result in cost increases and delays.
- ▮ A project is more likely to succeed if the design phase is used to build commitment among stakeholders by involving them to the fullest extent possible.
- ▮ Multi-country and multi-sectoral projects tend to be most challenging and require a clear early definition of roles and responsibilities.

Implementation arrangements and performance:

- ▮ Ensuring that the Project Management Team possesses the required technical expertise is crucial.
- ▮ If funding from all expected sources is made available in a timely fashion in accordance with project planning, then delays and cost overruns can be avoided.
- ▮ An effective M&E system, including the planning of supervision missions and project reviews, is an essential project management tool.
- ▮ Continuing the involvement of stakeholders identified in the design phase helps to ensure ownership of the project and its results.
- ▮ Appropriate financial planning is crucial in ensuring the sustainability of project outcomes.

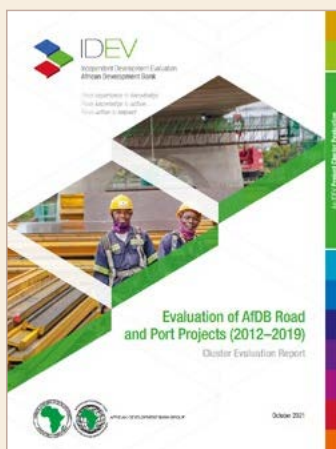
Evaluation Task Manager

Clément Bansé, Chief Evaluation Officer

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Project Cluster Evaluations



Cluster Evaluation of AfDB Road and Port Projects (2012-2019)

What did IDEV evaluate?

IDEV carried out a cluster evaluation of 18 AfDB transport projects in the road transport and ports/water & fluvial transport sub-sectors, comprising eight completed or close to completed projects (USD 805.5 million) and ten recently approved projects (USD 1.2 billion) over the 2012-2019 period. The evaluation aimed to draw lessons from the design and implementation of road and port projects in order to provide insights for future strategic and operational directions for the Bank's assistance in the transport sector and to inform any

revision to the AfDB Transport Policy (1993).

What did IDEV find?

- ▮ Project alignment with the Bank's relevant strategies was found highly satisfactory due to the relevance of the transport sector in the Bank's overall strategy.
- ▮ The reviewed projects supported African countries in their need to expand their transport network and services, which were identified as investment priorities by the countries themselves.

- | The appraisal reports of the recently approved transport projects were found to show a good understanding of the main issues that can negatively affect project implementation and sustainability, but did not display new approaches to address these problems.
- | Recent transport operations in the cluster have integrated High 5 objectives into their design.
- | The cross-cutting issues of gender, climate, and fragility were found to be better integrated into the design of the recent transport projects than the completed ones; however, the contribution of transport projects to green growth is not well defined.
- | Completed projects achieved substantial transport efficiency gains that benefited the local populations and businesses.
- | The outcomes of project socio-economic components were often insufficiently reported.
- | The evaluation found no evidence of projects' effects on improving transport sector governance and regional integration.
- | Project outcomes on road safety are uncertain.
- | The planning of transport project timelines and budgets proved to be challenging.
- | The implementation of the main infrastructure works was found to have been well supervised while the ancillary components were not sufficiently followed up on.
- | The sustainability of the road transport projects remains questionable due to ongoing reforms to road funds and road agencies not being completed.
- | Private sector involvement improved efficiency, but the financial risks remain high.

What lessons did IDEV draw?

Project development outcomes

- | Greater development outcomes can be achieved through more thoughtful design and follow-up of project ancillary components, and exploiting synergies with other development projects.
- | The success of capacity-building activities in improving transport sector governance can only be measured if appropriate assessment frameworks are included in the design of a project's monitoring systems.
- | Improving the analysis of transport projects' negative impacts on climate change could help the Bank better mitigate such impacts.

Project performance

- | The timely implementation of transport projects can be improved if binding constraints are removed.

Project sustainability

- | Embedding a revenue generating mechanism in transport projects can be an effective way to address the lack of funding and capacity for maintenance.

Data collection and monitoring

- | Activating project monitoring and evaluation systems in a timelier fashion can make more information available about the development outcomes of transport projects.
- | A more accurate traffic demand forecast could help improve project design and increase project sustainability.

Evaluation Task Manager

Clément Bansé, Chief Evaluation Officer



Impact Evaluations



Impact Evaluation of the AfDB-supported Kenya Last Mile Connectivity Project, Phase 1

What did IDEV evaluate?

IDEV undertook an impact evaluation of Phase 1 of the Kenya Last Mile Connectivity Project (LMCP). The main objective of the project, which was approved in 2014 for a value of USD 131 million (UA 99.2 million), was to support the Government's initiative of ensuring increased electricity access to Kenyans across all 47 counties, particularly the low-income groups. The evaluation aims to inform the mid-term review of the Bank Group's 2016 – 2025 Strategy for the New Deal on Energy for Africa (NDEA), launched in 2016,

by identifying lessons and potential areas for improvement. It provides credible evidence-based findings on the impact of the LMCP and recommendations for future energy operations.

What did IDEV find?

- | The evaluation found positive results of the impact of the project on increasing access to and use of a reliable source of electricity for households.
- | The evaluation found that the project significantly increased (by 85%) beneficiaries' electricity connection to the national grid compared to the non-beneficiaries in the communities surveyed. It also increased the connection of household-owned businesses to the national grid by 7%.
- | The impact of the project on some educational outcomes for children was found significant and positive. However, the project was not found to improve the respiratory health nor the self-reported well-being of beneficiaries, compared to non-beneficiaries.
- | The project was found to have a significant positive impact on household consumption, while the reported impact on household income was positive but not statistically significant.
- | The project was found to have a positive impact on the time women spent on leisure activities but no impact on women's empowerment.
- | The project increased the social capital of project beneficiaries in communities and increased awareness about current events.
- | Despite good technical quality and strong partnerships with the Government and other development agencies, the sustainability of the development outcomes of the project was found to be highly unlikely in the near term.

What lessons did IDEV draw?

- | A high cost of electricity relative to the household income of beneficiaries undermines access and the productive use of electricity.
- | The financial sustainability of the electric utility company is a critical success factor for the quality and reliability of electricity provided to eligible households.
- | An effective project communication strategy is key to increasing households' participation in electrification projects.
- | Lack of baseline data hampers the assessments of project outcomes and impacts after completion.

What did IDEV recommend?

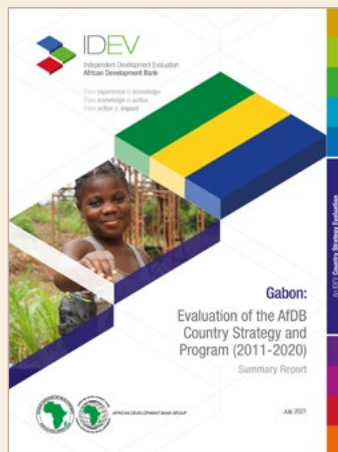
- Ensure the sustainability of project benefits.
- Stimulate and manage households' and businesses' demand for the productive use of electricity.
- Improve future electrification projects' design and implementation.

Evaluation Task Manager

Eustace Uzor, Evaluation Officer



Country Strategy and Program Evaluations



Gabon: Evaluation of the AfDB Country Strategy and Program (2011-2020)

What did IDEV evaluate?

IDEV evaluated the Bank's country strategies and programs in Gabon, covering the period 2011 - 2020. The evaluation covered an overall portfolio of UA 1,093.65 million. This evaluation aimed to: (i) analyze the performance of the Bank's actions and the achievement of Gabon's development results linked to them and (ii) draw lessons from the Bank's experience in managing its programs in order to improve its subsequent strategies and programs in Gabon.

What did IDEV find?

- The relevance of the Bank's strategies and programs over the period was deemed satisfactory.
- The effectiveness of the Bank's support to Gabon was also deemed satisfactory overall.
- The efficiency of AfDB interventions in Gabon during the considered period is deemed unsatisfactory, mainly due to project implementation delays.
- The sustainability of Bank interventions in Gabon during the evaluation period was unsatisfactory.
- The Bank mainstreams gender in all its interventions but lacks a clear global approach to its priorities in the fight against gender inequality in Gabon. Therefore, this dimension is not sufficiently addressed at the project level.
- The Bank's strategies in Gabon address the challenges of inclusion, while also showcasing its ambition to tackle them directly. However, despite initiatives in the agriculture and infrastructure sectors, these ambitions have not yet materialized at the operational level.
- Gabon does not have a standard framework for coordinating technical and financial partners, despite the establishment in April 2010 of a joint strategic orientation and consultation committee on external aid coordination split into several thematic groups.
- Through its CSPs, the Bank identified a list of relevant analytical work, most of which are logically in line with the diversification of the Gabonese economy.
- The AfDB made provision for a monitoring mechanism under the two CSPs, marked by midterm reviews and the preparation of completion reports.

What lessons did IDEV draw?

- Policy dialogue, driven by in-depth analysis of the country context, challenges and institutional machinery, helps to improve strategy and program design and delivery.
- The concentration of available resources in a limited number of sectors is crucial for the Bank to make a difference and strengthen the impact of its interventions on the country's development.
- Frequent changes in strategic orientations or operational priorities following leadership changes in a partner country's public administration constrains the implementation of the indicative lending program and the effectiveness of Bank interventions in the country.
- In the event of a fiscal crisis, PBOs with flexible conditions and rapid disbursements are a powerful instrument enabling the Bank to respond exceptionally to urgent needs and ensure the continuity of government operations.
- The deepening of comprehensive approaches to institution building through a participatory approach (involving all stakeholders), the ownership of a good governance, control and accountability culture, and the consolidation of monitoring and evaluation capacity are key to the effectiveness of the Bank's technical assistance projects in Gabon.
- The ownership of stakeholders and the implementation of additional measures by the partner country are crucial to ensure the sustainability of project effects and the sustainability of infrastructure.

What did IDEV recommend?

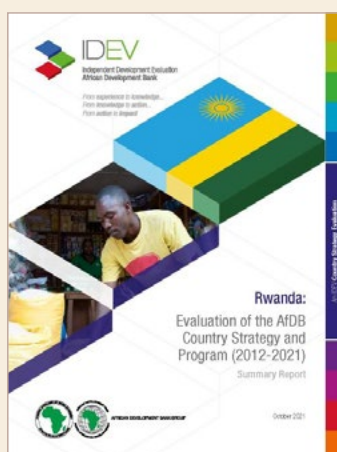
- Deepen the analysis of the context and the specific challenges facing Gabon, especially those related to the country's economic diversification and private sector development by establishing a conducive environment for promoting small- and medium-sized enterprises.
- Strengthen the selectivity of Bank interventions around key sectors with high potential for economic recovery and diversification.
- Strengthen the implementation of the Bank's country program for Gabon.
- Support the promotion of PPPs particularly by modernizing Gabonese legislation and strengthening building national institutional capacity in PPP management and monitoring.
- Strengthen the sustainability of Bank interventions.

What did Management respond?

Management welcomes the outcome of the evaluation. Management agrees with the five main recommendations on deepening knowledge of the country context, strengthening the selectivity of interventions, reinforcing the implementation of the country program, promoting Public-Private Partnerships and improving the sustainability of Bank interventions.

Evaluation Task Manager

Samson K. Houetohossou, Principal Evaluation Officer



Rwanda: Evaluation of the AfDB Country Strategy and Program (2012-2021)

What did IDEV evaluate?

IDEV evaluated the AfDB's country strategy and program for Rwanda for the period 2012-2021. The evaluation covered two program cycles, 2012-2016 and 2017-2021, during which 37 projects totaling UA 1.2 billion (USD 1.7 billion – October 2021 exchange rates) were approved. The purpose of the evaluation was to inform the design of the Bank's next country strategy for Rwanda (2022-2026).

What did IDEV find?

- The AfDB's interventions in Rwanda were found highly relevant to the needs, development challenges and priorities of the country, where inadequate infrastructure, limited private sector development, high poverty rates, income inequality and high youth unemployment have remained key bottlenecks to broader socioeconomic development.
- The evaluation found the Bank's interventions to be coherent and well-coordinated internally, especially at the sector level.
- The evaluation found that the Bank's interventions in infrastructure development have achieved or are likely to achieve their objectives.
- The Bank's infrastructure interventions were found to be economically viable at appraisal.
- Rwanda has sound institutional and governance structures, with strong technical capacities, that are likely to ensure continued flow of benefits associated with Bank supported projects after completion, particularly in the energy and transport sectors.
- The evaluation found that project designs were gender sensitive and, in most cases, had gender disaggregated performance targets.
- The design quality of the Bank's two country strategies, CSP 2012-2016 and CSP 2017-2021, was found satisfactory.

What lessons did IDEV draw?

- Rightly sequenced and coherent approaches can make critical contributions to sector development.
- Adapting the country program to the prevailing situations of vulnerability to climatic and health shocks enabled the Bank to effectively respond to the country needs.
- Deployment of sector experts in the Country Office with implementation support responsibilities can enhance the delivery of Bank support.
- Careful targeting is essential for impactful lines of credit operations.

What did IDEV recommend?

- The Bank should maintain the focus on key sectors while improving selectivity in its support to the country.
- Sharpen the strategy and approach to private sector development by making it more coherent and comprehensive.
- Ensure the sustainability of the long-term benefits of infrastructure projects.
- Continue supporting the country to overcome the challenges of COVID-19 and facilitate post-pandemic economic recovery in collaboration with other development partners.

What did Management respond?

Management welcomes the evaluation and agrees with the evaluation's lessons, conclusions, and recommendations, many of which are consistent with its findings from regular monitoring, follow-ups, and portfolio reviews. The evaluation findings and recommendations have been used as a basis for the design of the new CSP (2022-2026) as well as guiding the implementation of the ongoing operations and the design of future programs/projects.

Evaluation Task Manager

Girma Earo Kumbi, Chief Evaluation Officer



Angola: Evaluation of the AfDB Country Strategy and Program (2011-2020)

What did IDEV evaluate?

IDEV evaluated the Bank's strategies and programs in Angola for the period 2011 - 2020. The evaluation covers two Country Strategy Papers (2011-2015 and 2017-2020) and a portfolio comprising two private sector and 23 public sector operations, amounting to USD 2.53 billion (UA 1.8 billion). The primary purposes of the evaluation were to assess the performance and results of the Bank's program and to provide useful lessons to inform decisions on future support in Angola.

What did IDEV find?

- | The relevance of the Bank's strategies and programs over the period under review is assessed as satisfactory. The Bank's strategies were broadly relevant to Angola's development challenges.
- | The overall coherence of the Bank's interventions in Angola is considered satisfactory. With regard to infrastructure support interventions in water and sanitation, and energy programs, its strategies were well coordinated and harmonized with other development partners.
- | Effectiveness was assessed at output and outcome levels, based on results achieved in both the overall program and the projects, including non-lending activities. While the levels of achievement varied by sector, the overall effectiveness is assessed as satisfactory.
- | The evaluation assessed efficiency as unsatisfactory overall, notably in terms of portfolio implementation quality, project returns to investment in some agriculture and energy operations, implementation progress, disbursement rates, and the level of monitoring and supervision over the period.
- | The sustainability of the Bank's interventions in Angola during the evaluation period is found to be partly unsatisfactory.
- | The mainstreaming of crosscutting issues remained challenging. The evaluation found that the Bank's program set ambitious and relevant objectives regarding crosscutting issues at the strategy level, but that it was unable to deliver on all of them.

What lessons did IDEV draw?

- | Failure to systematically identify, adopt and monitor measures to mitigate sudden shocks in the country context can have a major adverse effect on public finance and, in turn, on the country's ability to effectively use further external assistance.
- | Efforts to improve the business enabling environment for private sector development and foster good governance may not have the desired supply response unless the adverse changes in the country context are adequately addressed by the Government. Solid investments in economic and social infrastructure, and in new skills and technical capacities, can yield good returns, given the pervasive infrastructure and skill gaps that continue to affect Angola.
- | Enhancing support and investments in capacity-building activities can achieve sustained benefits when these are accompanied by relevant beneficiary institutional arrangements and legal framework support.
- | Projects that are firmly aligned with national strategies, meet beneficiary expectations, and take into consideration institutional realities, stand the best chance of being implemented in a timely and effective manner.

What did IDEV recommend?

- | Enhance dialogue between the Government and the Bank's Project Management Units to address operational and implementation issues.

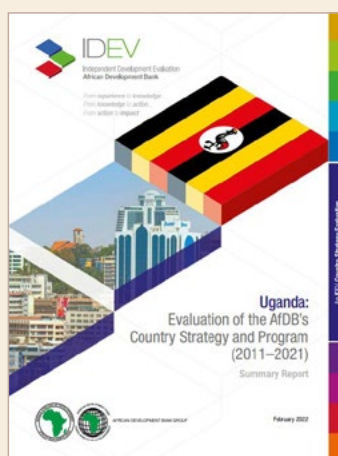
- Explore options for strengthening the Bank's support for private sector development in Angola.
- Strengthen the Bank's non-lending operations in Angola.
- Take measures to help mitigate the impacts of the COVID-19 pandemic on program implementation and country engagement.

What did Management respond?

Management welcomes the evaluation and found it particularly timely to inform the development of the next cycle of the Angola CSP (2024-2028). Management broadly agrees with the findings of the evaluation, which will inform the dialogue with the authorities to help improve the effectiveness of on-going operations as well as the design of future programs and the new CSP.

Evaluation Task Manager

Akua Arthur-Kissi, Principal Evaluation Officer



Uganda: Evaluation of the AfDB Country Strategy and Program (2011-2021)

What did IDEV evaluate?

IDEV evaluated the Country Strategy and Program of the AfDB Group in Uganda over the period 2011 - 2021. During this period, the Bank approved 37 projects for over USD 2 billion of financing, mainly in the sectors of transport, agriculture, power, and water supply and sanitation (WSS). The evaluation also assessed an additional 17 projects that were approved before 2011 but completed during the evaluation period, which had received USD 770 million of financing. The main purpose of the evaluation was to inform the design of the

AfDB's next Country Strategy Paper for Uganda (2022–2026).

What did IDEV find?

- The evaluation rates the relevance of the AfDB's support to Uganda across the two CSPs as satisfactory. The two pillars of the CSPs—infrastructure development for industrialization and the development of human capital (skills and capacity)—were found to align with Uganda's Vision 2040 and Uganda's two national development plans (NDP I and NDP II).
- The evaluation rates the coherence of the Bank's interventions as satisfactory overall. The evaluation found most of the Bank's interventions to be internally coherent: linkages among the Bank's projects were common and they generated synergy. Concerning external coherence, the Bank used the Local Group of Development Partners platform to coordinate its work with the work of other donors.
- The evaluation rates the overall effectiveness of the Bank's strategies and operations as partly unsatisfactory. The evaluation found that in infrastructure development, some results were achieved in terms of enhancing agricultural productivity and the marketing of agricultural produce, improving the generation and distribution of electricity, increasing access to water and sanitation in rural and urban areas, and improving the national road network; however, the results were below expectations. As for human capital development, the Bank was found to have produced positive results for CSP 2011–2016, under which it improved and expanded infrastructure in six universities and two hospitals in Kampala. But the expectations in the CSP 2017-2021 in terms of skills and entrepreneurship development were not met.
- Sustainability is rated as partly unsatisfactory. Most projects were found to be technically sound, though the Bank's success in reversing a power shortage has resulted in a power surplus so large that it threatens the sector's financial viability.
- The efficiency of the Bank's projects over the evaluation period is rated as partly unsatisfactory. Data shows

that completed projects in agriculture and WSS produced positive economic returns, but in all sectors, cost overruns and delays in start-up and implementation were an issue. The COVID-19 pandemic hampered implementation further, particularly for infrastructure projects.

What lessons did IDEV draw?

- I Larger projects generate greater impacts for more communities.
- I Adequately assessing the government's borrowing policy when formulating the country strategy would avoid re-orientating efforts midway.
- I Close attention to quality at entry when planning and designing new operations would reduce implementation challenges and facilitate the timely completion of projects.
- I Public-private partnerships in infrastructure development offer the opportunity to increase the share of private sector operations in the Bank's portfolio.

What did IDEV recommend?

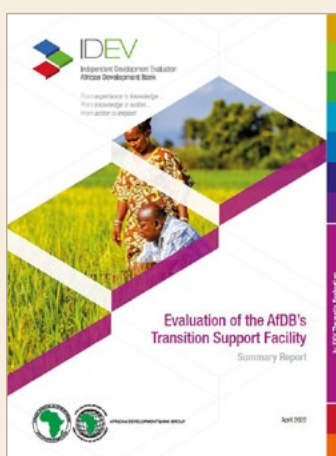
- I Adapt the CSP priorities to the country context in the areas of skills development and private sector growth.
- I Refocus support for the energy sector.
- I Make Bank-supported benefits more sustainable.

Evaluation Task Manager

Girma Earo Kumbi, Chief Evaluation Officer



Thematic Evaluations



Evaluation of the AfDB's Transition Support Facility

What did IDEV evaluate?

IDEV evaluated the AfDB's Transition Support Facility (TSF) over the 2014-2019 period to inform future Bank planning, programming, and strategic frameworks. Following on from IDEV's 2020 Evaluation of the Bank's Fragility Strategy (2014-2019), it evaluates the Facility more deeply, as a core instrument in the Bank's toolbox for addressing fragility. In particular, it examines the relevance, responsiveness, effectiveness, efficiency, sustainability, and coherence of the TSF instrument. The evaluation examined the synergies and interlinkages between TSF-funded operations across the three pillars (I: Supplemental support, II: Arrears clearance, III: Targeted support) and other interventions

of the Bank, as well as the consistency of TSF-funded operations with the interventions of other actors in the same context.

What did IDEV find?

- The TSF was found to be highly relevant to the RMCs and regions in fragile situations. It was especially important for Transition States receiving limited funding from the Bank's performance-based allocations.
- The performance on coherence was found to vary significantly by pillar and type of project. Overall, Pillar I and Pillar II operations scored well on coherence, whereas Pillar III operations did not.
- Overall, the available evidence on the effectiveness of TSF operations points to a mixed performance across the three pillars, with Pillar II operations being most effective after concluding arrears clearance operations in Somalia (2020) and Sudan (2021) and contributing to reduced vulnerability and increased resilience. The performance of Pillar I and Pillar III operations was mixed but generally poorer than that of non-TSF-funded projects.
- The findings indicate that while TSF projects were more efficient than non-TSF projects during the design and start-up phases, they experienced more delays in completion due to various difficulties of the implementation context in fragile situations.
- As an instrument, the TSF's sustainability was found to be satisfactory, although there is room for improvement in terms of ownership and leverage of external funding. At the operational level the performance among the pillars is mixed.

What lessons did IDEV draw?

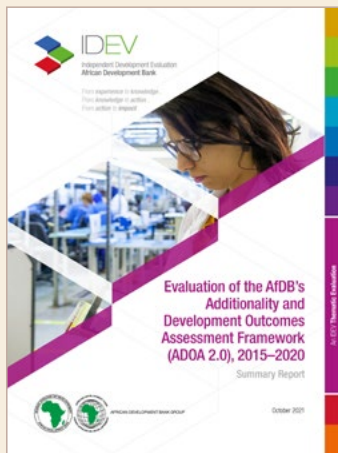
- The unique and multifaceted design of the TSF, which also embodies flexibility, has enabled the Bank to respond effectively to the multidimensional needs of Transition States.
- Success in reducing the structural drivers of fragility requires a continuous commitment over time and significant financial resources.
- Strong partnerships and collaboration among the Bank, RMCs and other multilateral and bilateral development partners are critical for the success of TSF operations.
- Greater flexibility of eligibility criteria would allow the TSF to address a wider range of drivers and pockets of fragility in non-Transition States, and to control against the risks of new countries or regions from falling into fragility.
- A robust monitoring, evaluation and reporting framework is critical, not only to enhance the Bank's accountability and learning in its support to regions and countries in fragile situations, but also to ensure more effective implementation and to increase the likelihood of sustainability.

What did IDEV recommend?

- Enhance the quality of project design, implementation, monitoring, and the reporting of results of TSF operations, tailoring them better to the difficult implementation context of fragile situations.
- Increase the scale of funding for the TSF through greater leverage of external funding, as well as through the use of other Bank financial instruments.
- Review the eligibility criteria of the TSF and, if necessary, its pillar structure.
- Improve the efficiency and the sustainability of the Bank's support for arrears clearance.

Evaluation Task Manager

Clement Banse, Chief Evaluation Officer



Evaluation of the AfDB's Additionality and Development Outcomes Assessment Framework 2.0

What did IDEV evaluate?

IDEV evaluated the Bank's second Additionality and Development Outcomes Assessment (ADOA) Framework, approved in 2015. The ADOA Framework is a decision-making tool to guide the AfDB Board and Senior Management in selecting non-sovereign operations (NSOs) to fund. It assesses two dimensions of NSOs, namely: i) additionality, which measures the contribution from the Bank's private sector interventions that markets do not currently supply, and ii) development outcomes. The objective of the evaluation was to take stock of

the implementation of the ADOA 2.0 Framework and provide credible evidence on its relevance, effectiveness, and efficiency, to inform the forthcoming revision of the Framework.

What did IDEV find?

- | The ADOA Framework is relevant for the Bank's strategies, provides a sound basis for Bank Management and the Board of Directors to approve projects with high additionality, and makes a sound assessment of development outcomes. However, the evaluation found a misalignment between the ADOA indicators and those of project results frameworks.
- | ADOA's method of assessing additionality might inflate the Bank's contribution and lower the hurdle for additionality, and claims of additionality were not always supported by robust evidence.
- | The typology of projects used by ADOA in assessing development outcomes no longer matches the Bank's sectors of intervention, and could be updated.
- | Views on the efficiency of the ADOA process are mixed, with the evaluation suggesting that producing successive ADOA notes may not add much value.

What lessons did IDEV draw?

- | Having a feedback loop is essential for learning purposes. The fact that the ADOA process stops at Board approval of the transaction and the absence of any meaningful monitoring means that there is no feedback loop for learning purposes.
- | Monitoring systems should be designed with the use of monitoring data in mind, to provide the basis for adaptive management and to ensure that corrective actions are taken for projects at risk.
- | Most clients were found not to comply with monitoring and reporting requirements for development outcomes. In the absence of a strong incentive for clients to comply, building monitoring systems around client reporting is ineffective.
- | The provision by ADOA notes of discriminatory assessments is essential for decision-makers. Shortcomings in methodological soundness (such as in the development outcomes assessment methodology) should be addressed to ensure that ADOA assessments form a sound basis to inform decision-making.

What did IDEV recommend?

- | Further improve the ADOA's assessment of additionality.
- | Strengthen the ADOA's assessment of development outcomes.
- | Ensure data availability for better project preparation, decision-making and monitoring.

What did Management respond?

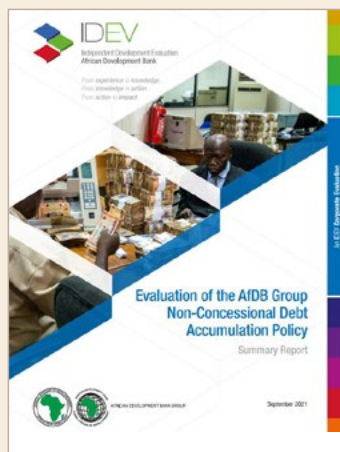
Management welcomes IDEV's evaluation, which provides relevant recommendations that will undoubtedly improve the relevance and effectiveness of ADOA as a screening and decision-making tool. It will serve as a critical input into the ongoing ADOA Framework Revision, which will result in ADOA 3.0 and is scheduled for completion by the end of 2021.

Evaluation Task Manager

Latefa Camara, Evaluation Officer



Corporate Evaluations



Evaluation of the AfDB Group Non-Concessional Debt Accumulation Policy

What did IDEV evaluate?

IDEV undertook an evaluation of the Bank's Non-concessional debt accumulation policy (NCDAP), covering the period 2008–2020. The evaluation assessed the Bank's performance in implementing the NCDAP since its approval for the dual purpose of accountability and identifying lessons and recommendations to inform the development of a new sustainable debt policy by the Bank. It examined all measures implemented as part of the Policy and presents its findings under the four criteria of relevance, coherence, effectiveness, and

efficiency.

What did IDEV find?

- I The relevance and coherence of the NCDAP were satisfactory, due to its alignment with other Bank policies, sister organizations' policies, client countries' priorities, as well as the Sustainable Development Goals, with a well-defined overall approach and clear pillars.
- I Given the limited influence of the Bank on countries' borrowing behavior and with the worsening debt situation of African countries over the evaluation period, the Policy's ultimate goal could have been more realistically stated and defined in a clearer way to avoid differing interpretations among stakeholders as well as lack of ownership.
- I Despite improved coordination with other MDBs, the effectiveness and efficiency of the Policy were found unsatisfactory, due to its limited implementation.
- I The evaluation found multiple challenges, among which weaknesses in internal coordination, monitoring, data recording and transparency, application of compliance measures to countries, and scattered engagement of the Bank in capacity-building actions linked to debt management in African countries.

What lessons did IDEV draw?

- I The accumulation of non-concessional debt is an important factor driving debt distress on the continent. The issue of debt has grown beyond the original policy coverage and should be considered as a major topic for the foreseeable future.

- | A lack of clear objectives weakens the basis for collaboration and coordination.
- | Clear political will and consensus on the application of a policy are key factors for success.
- | The absence of strong ownership of a policy by a “Champion” in the subject matter, and of a strong coordination mechanism, can undermine effective policy coordination and implementation.
- | A strong capacity-building component can contribute to the success of a policy.
- | Consistent monitoring and reporting are essential to ensure a policy remains relevant and pertinent.

What did IDEV recommend?

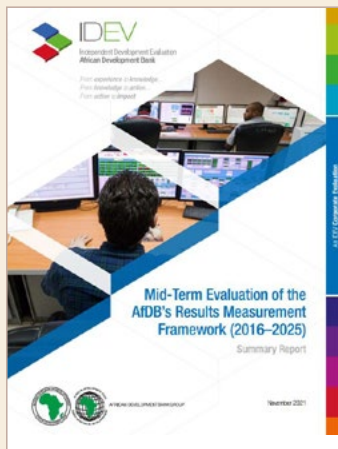
- | Ensure a robust design for the new sustainable debt policy.
- | Place increased focus on data and transparency.
- | Ensure strong ownership of the policy and strengthen coordination within the Bank.
- | Clarify the approach to debt management capacity building.

What did Management respond?

Management welcomes the evaluation and agrees with most of the evaluation’s lessons, conclusions, and recommendations. These are timely as Management is developing a successor policy, the Bank Group Sustainable Borrowing Policy.

Evaluation Task Manager

Oswald Agbadome, Principal Evaluation Officer



Mid-Term Evaluation of the AfDB’s Results Measurement Framework, 2016-2025

What did IDEV evaluate?

IDEV undertook a mid-term evaluation of the Bank’s Results Measurement Framework (RMF) for the period 2016-2020 to facilitate understanding of the RMF’s performance and to help improve its execution for the remaining period until 2025. The evaluation assessed the robustness of the RMF’s design in supporting the Bank’s development effectiveness, and the extent to which it has achieved its strategic objectives of being an accountability, decision-making, and learning tool for the Bank. It also assessed to what extent, and

how, it has been optimal in achieving its strategic objectives.

What did IDEV find?

- | The Bank’s 2016–2025 RMF was found to be relevant in supporting the AfDB’s development effectiveness, demonstrable through its strategic alignment with the Bank’s corporate policies and strategies, as well as international goals such as the SDGs. However, the evaluation found room for improving the intervention logic and alignment between the Bank’s RMF and its country, sector, and project-level results frameworks.
- | The quality of the design of the RMF is assessed as good, albeit with some weaknesses in indicator selection, target setting, and stakeholders’ consultation, and the RMF was also found to largely satisfy the characteristics of a good corporate results framework.
- | The RMF was found to be an effective tool for accountability, and it has improved the communication of corporate performance. However, it has not been fully utilized for learning and decision-making.

- I The evaluation drew attention to the relatively large number of RMF indicators compared with other Multilateral Development Banks (MDBs), which has implications for cost efficiency. In addition, the RMF indicators mainly capture results that are measurable by quantitative metrics and thus fail to capture the “soft” elements of the Bank’s support, such as policy dialogue, knowledge management, and Economic and Sector Work.
- I The evaluation pointed out that the AfDB is the only MDB that has chosen to report exclusively on its own contribution and the results that can be attributed to it, and not on the aggregate project contribution, which includes co-financiers.
- I The AfDB’s corporate results reporting can be better complemented by proactive analysis and reporting on the regional/country and sector/High 5s results frameworks, to strengthen the effectiveness of Results-Based Management.

What lessons did IDEV draw?

- I The robustness and credibility of the Bank’s self-evaluation system are critical for tracking RMF indicators.
- I A sense of ownership among key stakeholders is essential for delivering the RMF.
- I Stretching to maintain flexibility is vital.
- I Finding the balance between realism and ambition is important.

What did IDEV recommend?

- I Improve the design of the RMF.
- I Improve its results reporting.
- I Enable better results-based management and evidence-based decision-making.

What did Management respond?

Management is encouraged that IDEV’s evaluation found that the RMF was not only “relevant in supporting the Bank’s development effectiveness” and “aligned with the Ten-Year Strategy,” but also an “effective tool for accountability that has improved the communication of corporate performance.” The evaluation helpfully suggests areas where Management can further improve the RMF’s design and focus on results. These findings are timely as the Bank undertakes the mid-term review of the RMF.

Evaluation Task Manager

Joseph Mouanda, Chief Evaluation Officer

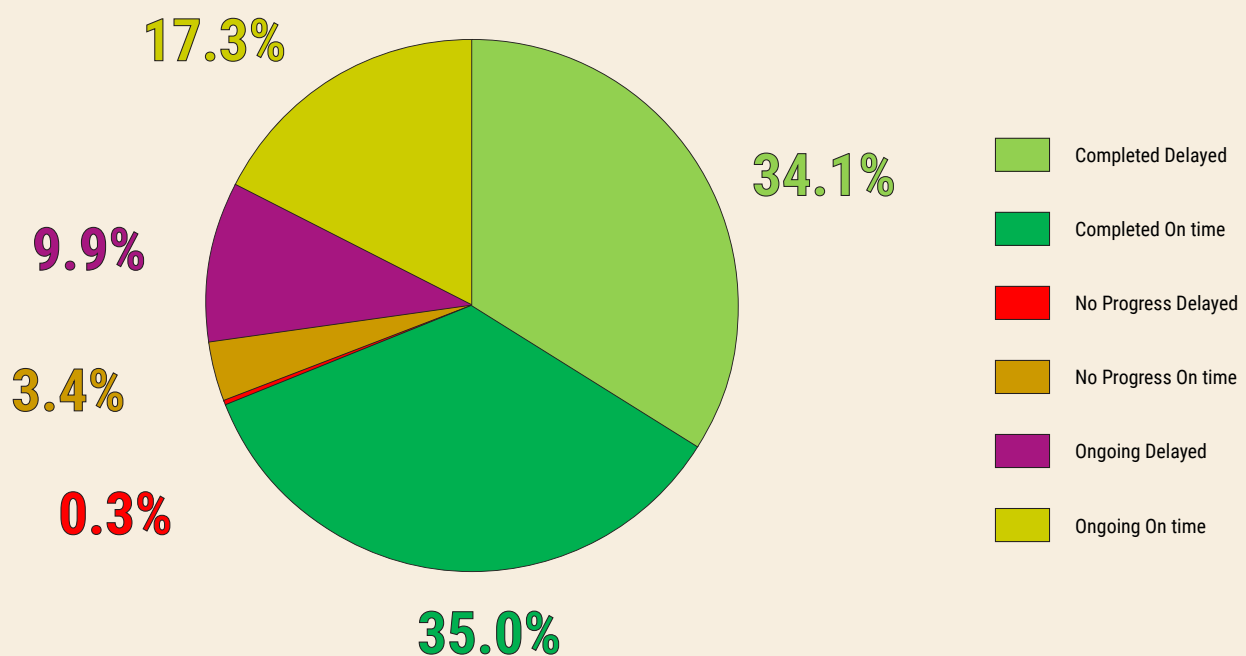
IMPLEMENTATION OF MANAGEMENT ACTIONS IN RESPONSE TO IDEV RECOMMENDATIONS

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After an evaluation is presented to CODE accompanied by its Management Response, IDEV uploads the evaluation together with its individual recommendations into the MARS. Management subsequently enters the actions to which it commits in response to each recommendation, identifying the lead implementing department and the target completion date of each action. Every six months, Bank Management reports to the AfDB Board of Directors on the status of implementation of the actions. For its part, IDEV undertakes an annual assessment of the level of adoption (implementation) of the recommendations, thereby aggregating all the actions per recommendation.

As at 31 December 2021, 57 evaluations, 228 recommendations and 654 actions were active¹ in the MARS. The graph below shows that 69% of the actions have been completed, while 27% are ongoing. Delays to implementation, both in the completed as well as the ongoing actions, remain a major challenge.

Status of Management Actions Implementation as at 31 December 2021



Source: Data from the MARS

¹ IDEV and Management regularly review the actions and recommendations in the MARS and retire those which have been fully implemented, have been overtaken by events or have become redundant. Following IDEV's 2020 MARS Report, 40 recommendations and 136 corresponding actions were retired, and following the 2021 MARS Report, an additional 35 recommendations and 116 corresponding actions were retired.

Evaluations, Recommendations and Actions Recorded in the MARS in Recent Years

Evaluation Type	2017			2018			2019			2020			2021			Evaluations 2017-2021
	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	
Corporate & Process	1	6	24	-	-	-	3	45	57	2	11	22	5	20	51	11
CSPE	3	18	52	4	23	83	2	10	25	2	9	18	3	13	45	14
RISPE	1	5	31	1	7	26	-	-	-	-	-	-	-	-	-	2
Impact	-	-	-	-	-	-	-	-	-	2	6	14	-	-	-	2
Sector	-	-	-	-	-	-	-	-	-	3	15	31	-	-	-	3
Thematic	-	-	-	3	16	49	1	8	8	2	8	25	3	11	21	9
PCR and XSR Validations	-	-	-	-	-	-	1	3	14	-	-	-	1	4	8	2
Other (MARS 2019 Assessment Report)	-	-	-	-	-	-	-	-	-	1	3	3	-	-	-	1

Sources: Data from the MARS

Note:

| CSPE : Country Strategy and Program Evaluation

| RISPE : Regional Integration Strategy Paper Evaluation

| PCR: Project Completion Report

| XSR: Expanded Supervision Report

CAPACITY DEVELOPMENT, KNOWLEDGE SHARING AND LEARNING

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Reinforcing the AfDB's Engagement in Fragile Situations

This learning event took place on 24 February, in conjunction with the release of IDEV's independent evaluation of the Bank's Strategy for Addressing Fragility and Building Resilience in Africa (2014-2019). The event's overall goal was to raise awareness and discussion about the potential of the AfDB's current Fragility and Resilience Strategy, as well as the ongoing process of developing a new Bank Strategy.

A IDEV animation presenting the lessons from its Fragility Strategy Evaluation was shown at the [Africa Resilience Forum](#) from 28 to 30 September 2021.



African Parliamentary Efforts to Fight Corruption: Insights from Gabon and Zimbabwe

The African Parliamentarians' Network on Development Evaluation (APNODE) hosted a roundtable as part of the 2021 gLOCAL Evaluation Week on 2 June 2021, which drew dozens of attendees from across Africa and featured panelists from Gabon and Zimbabwe. The discussions focused on how corruption affects and hinders development, as well as population living conditions, and the oversight role that parliament plays in fighting corruption through their compliance mechanisms, thereby improving accountability and transparency in government. An appeal was launched to APNODE to help legislators gain access to credible data and statistics on corruption in their respective countries in order to better equip MPs in the fight against corruption and ensure that all reports, debates, or decisions aimed at combating corruption are based on evidence.



APNODE leads discussion on Role of African Parliamentarians in post COVID-19 Recovery

The roundtable, organized by APNODE as part of the 2021 gLOCAL Evaluation Week on 4 June 2021, drew over 35 participants who discussed actions MPs should take to ensure a meaningful post-COVID-19 recovery. Some participants also took advantage of the opportunity to interact with the panelists and share their own country experiences. They concluded with a call for more African parliamentarians to collaborate, network, and form partnerships in order to foster a learning and experience-sharing environment.



The 6th APNODE Annual General Meeting draws lessons to enhance parliamentary oversight and elects a new Executive Committee

Hosted by IDEV, the 6th APNODE Annual General Meeting (AGM) took place virtually on 26-27 August 2021 and attracted approximately 45 participants from over 17 countries. The AGM comprised two High-Level Panels, themed Parliamentary action in times of Crisis: Engaging constituents and addressing citizens' needs – Lessons from the COVID-19 pandemic and Enhancing parliamentary oversight for transformative development – what are the strategic imperatives? The meeting also adopted the Report of the 5th AGM and reviewed the Network's Strategic Plan 2017-2020, the Work Plan 2018-2020 and the plan for 2021-2024. Finally, the AGM elected a new Executive Committee for the 2021-2023 period. The event was preceded by pre-AGM activities on 25 August, notably an introduction to APNODE for new participants and a masterclass on a digital tool for parliamentarians by the Center for Learning on Evaluation and Results – Anglophone Africa.



Fostering integrated solutions for sustainable development impact: Lessons from IDEV's evaluations

As part of the Learning From Evaluations initiative, this webinar organized on 6 October 2021 brought together the Bank's Management and operations teams working in infrastructure sectors to review lessons and recommendations from evaluations of AfDB-funded infrastructure interventions and discuss how they could be applied and integrated into future projects.



Regional Conference on Impact Evaluation in Francophone Africa

With the support of IDEV, the Center for Learning on Evaluation and Results for Francophone Africa (CLEAR FA) and the West Africa Capacity Building and Impact Evaluation Program (WACIE / 3ie) organized a regional conference on impact evaluation in Francophone Africa, which took place from 25 to 27 October in Abidjan. The main goal was to determine the role and contribution of impact evaluations in the implementation of evidence-based public policies within the framework of the Sustainable Development Goals and the African Union's 2063 agenda, while the continent is in the midst of multiple crises. IDEV shared its expertise on elements of national evaluation systems and provided details on certain aspects of its evaluation strategy, such as an emphasis on proactivity, capitalization of previous evaluation results, and improving the design and implementation of AfDB programs by taking evidence and evaluation recommendations into account.



Evidence for Development: IDEV at the "What Works Global Summit 2021"

The Campbell Collaboration and the Global Development Network hosted the Evidence for Development / What Works Global Summit 2021 online from 20 to 27 October 2021. Over 900 people attended the conference, including researchers, evaluators, policymakers, representatives from international organizations, civil society, development practitioners, and the private sector. Five IDEV evaluators participated in the week-long summit.



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