African Development Bank Group (AfDB)

Evaluation of the African Development Bank's Regional Integration Strategy Paper for Southern Africa (SA-RISP) 2020-2026

Inception Report

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IDEV
Independent Development Evaluation
Évaluation indépendante du développement

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Acronyms/Abbreviations

ADB	African Development Bank
ADF	African Development Fund
AGTA	Africa Growing Together Fund
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank Group
AIDA	Accelerated Industrial Development for Africa
AU	African Union
AUDA-NEPAD	African Union Development Agency - New Partnership for Africa's Development
CAADP	Comprehensive Africa Agriculture Development Programme
CC	Climate Change
COMESA	Common Market for Eastern and Southern Africa
COMESA MTSP	Common Market for Eastern and Southern Africa Medium Term Strategic Plan
COMM	Communication
COVID	Coronavirus disease 2019
CCS	Country Case Study
CSDP	Common Security and Defence Policy
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DBDM	Development and Business Delivery Model
DCI-CSO/LA	Development Cooperation Instrument – Thematic programme for Civil Society Organisations and Local Authorities
DG	Directorate-General
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
DG INTPA	Directorate-General for International Partnerships
DP	Development Partner
EAMR	External Assistance Management Report
EC	European Commission
EDF	European Development Fund
EEAS	European External Action Service
EFSD+	European Fund for Sustainable Development +
EIB	European Investment Bank
ENVR	Environment
EPA	Economic Partnership Agreement
EPF	European Peace Facility
EQ	Evaluation Question
ERG	Evaluation Reference Group
ESW	Economic Sector Work
EU	European Union
EUD	European Union Delegation
EUR	Euro
EUTM	European Union Training Mission
FAPA	Fund for African Private Sector Assistance
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
GBS	General Budget Support
GCI	General Capital Increase
GDP	Gross Domestic Product
GEWE	Gender Equality and Women's Empowerment
GoM	Government of Mozambique
HRBA	Human Rights-Based Approach
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
ICT	Information Communication and Technology
IDEV	Independent Development Evaluation of the AfDB
IL	Intervention Logic
IMF	International Monetary Fund

IOC	Indian Ocean Commission
IOP	Indicative Operational Programme
IPPF	Infrastructure Project Preparation Facility
JC	Judgement Criteria
KII	Key Informant Interviews
MFF	Multiannual Financial Framework
MTR	Mid-Term Review
MIP	Multiannual Indicative Programme
NDICI-GE	Neighbourhood, Development and International Cooperation Instrument – Global Europe
NGO	Non-Governmental Organisation
NIP	National Indicative Programme
NTB	Non-Tariff Barriers
OECD DAC	Organisation for Economic Cooperation and Development Assistance Committee
ORASECOM	The Orange – Senqu River Commission
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
PEA	Political Economy Analysis
PEFA	Public Expenditure and Financial Accountability
PFM	Public Financial Management
PIA	Project Implementation Assessments
PIDA	Programme for Infrastructure Development in Africa
QA	Quality Assurance
REC	Regional Economic Community
RDGS	Southern Africa Regional Development and Business Delivery Office
RERA	Regional Energy Regulators Association
RMC	Regional Member Country
RIPoS	Regional Integration Policy and Strategy
RISDP	Regional Indicative Strategic Development Plan (SADC)
RISP	Regional Integration Strategic Paper
RO	Regional Operations (Envelope)
RPG	Regional Public Goods
RPPR	Regional Portfolio Performance Review
SACREEE	SADC's Centre for Renewable Energy and Energy Efficiency
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAMIM	SADC Mission in Mozambique
SAP	Systems, Applications and Products in Data Processing (Bank Operational and Financial System)
SAPP	Southern African Power Pool
SA RISP	Regional Integration Strategic Paper for Southern Africa
TFTA	Tripartite Free Trade Area
TL	Team Leader
ToC	Theory of Change
TSF	Transition Support Facility
TYS	Ten-Year Strategy
UA	Unit of Account
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNWTO	United Nations World Trade Organisation
USD	United States Dollar
VP	Vice President
WP	Work Program
ZAMCOM	Zambezi Watercourse Commission

1 Introduction

1.1 Overview of the Inception Report

Regional integration remains a cornerstone of the African Development Bank's (AfDB or "the Bank") mandate to accelerate inclusive and sustainable growth across the continent. In Southern Africa, where economic geography is defined by landlocked economies, uneven resource endowments, and low intra-regional trade, the imperative to integrate infrastructure and markets, and to strengthen institutional capacity, is both a development and strategic priority. The Bank's Regional Integration Strategy Paper for Southern Africa (SA-RISP, 2020-2026), approved in October 2020, was conceived as the Bank's primary vehicle for advancing this agenda. Put together, the strategy aims to foster an integrated and diversified regional economy by addressing cross-border infrastructure gaps and deepening market integration and industrial linkages.

This Inception Report (IR) constitutes a foundational output of the SA-RISP evaluation (see Box 1), conducted under the 2025 Work Program of the Independent Development Evaluation (IDEV) function and approved by the Board of Directors. Building on the approved Concept Note and aligned with IDEV's Evaluation Manual, the IR sets out the evaluation framework, defines the methodological approach, articulates the Theory of Change (ToC), maps stakeholders, and outlines the workplan for subsequent phases. It draws on initial stakeholder consultations, preliminary document and portfolio reviews and highlights potential challenges alongside proposed mitigation measures at this early stage.

Box 1: The Role of the Inception Report in the Evaluation

The IR serves both technical and managerial functions, providing the basis upon which the subsequent phases of the evaluation would be grounded. At the technical level, the report refines and operationalises the evaluation framework, ensuring that the objectives, evaluation questions, and methodological tools are clearly defined and fit for purpose. This involves translating the broad scope outlined in the Evaluation Terms of Reference (ToR) into a coherent analytical design, complete with a theory of change, an evaluation matrix, and a proposed strategy for data collection and triangulation. At the managerial level, the inception report provides clarity on the roles and responsibilities of the Evaluation Team, the sequencing of activities, and the deliverables expected at each stage of the process. In doing so, it functions as a roadmap for both IDEV and Particip GmbH, aligning expectations and establishing a shared reference point for coordination, quality assurance, and accountability.

By presenting preliminary findings from the desk review and early stakeholder consultations, it enables a structured dialogue with IDEV, AfDB Management, and key regional stakeholders. This dialogue allows for the fine-tuning of evaluation questions, the adjustment of analytical approaches, and the identification of potential risks and mitigation strategies. In this way, the inception report not only provides the groundwork for rigorous data collection and analysis but also secures ownership and buy-in from those who would ultimately use the findings. It is therefore both a technical instrument and a confidence-building measure, ensuring that the evaluation proceeds with a clear purpose, a robust methodological foundation, and the endorsement of its key stakeholders.

Source: Evaluation Team

1.2 Scope, Purpose and Objectives of the Evaluation

The evaluation assesses the implementation of the SA-RISP (2020-2026) and focuses on the period from October 2020 to December 2025. It covers the Bank's multinational lending and non-lending operations in Southern Africa, as well as Regional Member Countries' (RMCs') specific operations of regional significance. It aims to *take stock of the progress* towards achieving the planned results of the SA-RISP 2020-2026 and identifying *lessons and recommendations* to inform the design and implementation of the next regional integration strategy paper for the region. Altogether, the evaluation intends to strengthen the quality and impact of the Bank's interventions, ensuring they respond adequately to Southern Africa's regional development context and emerging socioeconomic and political-economy dynamics. Specifically, the evaluation examines the following:

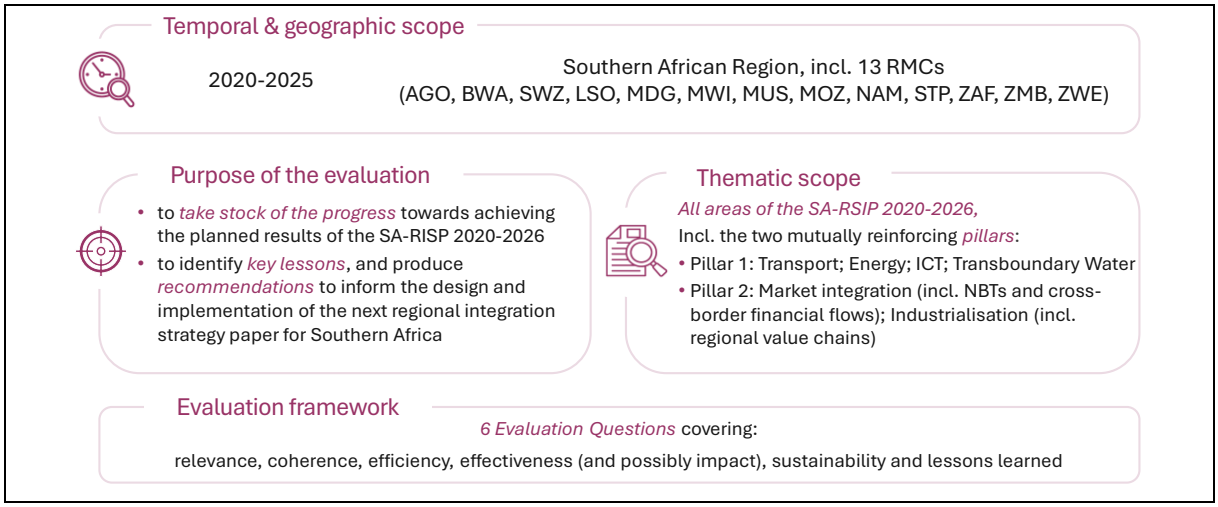
1. *Relevance:* Determine how well the strategy, including its two pillars (infrastructure connectivity; market integration and industrialisation), reflects regional priorities, and identify AfDB comparative advantage;
2. *Coherence*: Assess internal consistency with the Bank's Country, Sectoral and Corporate Strategies as well as external alignment with SADC, Common Market for Eastern and Southern

Africa (COMESA) and the African Continental Free Trade Area (AfCFTA) frameworks as well as coordination and complementarity with the actions supported by other Multilateral Development Banks (MDBs) and Development Partners (DPs);

3. *Efficiency, Effectiveness, Impact and Sustainability*: assess the operationalisation of the strategy and judge the performance (including the likely effects) of Bank's operations;
4. *Drivers and barriers*: identify operational, institutional and policy factors, including cross-cutting issues such as gender, climate and fragility, that have accelerated or impeded results; and
5. *Learning*: provide evidence-based lessons and recommendations for the next SA-RISP and evaluative knowledge to the Bank and Regional Member Countries (RMCs).

These objectives reflect the Terms of Reference (ToR) for the evaluation and IDEV's dual mandate of *accountability and learning*.

Figure 1: Overview of the evaluation's objectives, scope and analytical framework



1.3 Rationale for the Evaluation

The evaluation of the SA-RISP 2020-2026 takes place in a *regional and global context* marked by both opportunity and fragility. The *SA-RISP strategy* (see section 3 below) was designed to achieve an "*integrated, diversified and prosperous Southern Africa Region with inclusive and green growth*"[1] by focusing on two mutually reinforcing priority areas: i) Infrastructure Connectivity (Outcome 1); and ii) Market Integration (Outcome 2) and Industrialisation (Outcome 3). These objectives reflect regional priorities articulated, inter alia, in the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan, the Common Market for Eastern and Southern Africa (COMESA) Strategic Plan, and continental frameworks such as the Programme for Infrastructure Development in Africa (PIDA) and the AfCFTA.

However, the implementation period faced *challenges and disruptions* for various reasons. The COVID-19 pandemic reversed earlier economic growth advances, exacerbated fiscal and social pressures, and highlighted structural vulnerabilities across the region.[2] Subsequent external shocks, including international conflicts and volatility in global commodity markets, further complicated recovery efforts. Since 2025, US geopolitical shifts have reduced its support for regional integration in southern Africa. The closure of USAID, with roughly 83 percent of its programs cancelled after the January 2025 aid freeze, ended regional initiatives including the Southern Africa Trade and Investment Hub, which had worked with SADC to strengthen intra-regional trade, trade facilitation, and regional institutional capacity. Further, the African Growth and Opportunity Act's (AGOA's) expiry in September 2025, with an expected renewal in January to the end of 2026, together with a 30 percent US tariff on South African goods, has undermined the region's anchor economy, whose shocks ripple across SADC through deeply intertwined economies and remittance flows. Furthermore, smaller export-dependent members such as Lesotho face job losses and factory closures, eroding the industrial base and cross-border value chains on which integration depends.

[1] AfDB (2020)
[2] AfDB (2024a).

Simultaneously, climate-related events such as recurrent droughts and cyclones underlined the urgency of building resilience into regional development strategies. Despite some progress, *structural barriers* continued to impede deeper regional integration in Southern Africa. Chronic energy deficits, weak transport and trade facilitation systems, non-tariff barriers (NTBs), and policy misalignments between the 13 countries in the region may have hindered the full realisation of the SA-RISP's objectives.

Within this context, *the evaluation is justified on several grounds*. First, it responds to the accountability mandate of IDEV and the Bank's Board of Directors, ensuring that the resources invested in regional integration are assessed in terms of relevance, coherence, effectiveness, efficiency, and sustainability. Second, it addresses the learning needs of the Bank, RMCs, and its stakeholders, such as Development Partners (DPs), by identifying the factors that facilitated or constrained the achievement of development results, thereby providing evaluative evidence for future strategy design, project design, and implementation. Third, it offers a unique opportunity to situate the Bank's interventions within broader regional and continental frameworks, assessing the Bank's contribution, comparative advantage, and value addition from its support.

Ultimately, the evaluation aims to generate *lessons and recommendations* that would inform the design of the next Regional Integration Strategy for Southern Africa. By systematically analysing the Bank's sovereign and non-sovereign operations, alongside its policy dialogue, analytical work, and technical assistance, the evaluation seeks to present a comprehensive picture of the Bank's engagement in the region. The justification for the exercise therefore lies in its dual role: to take stock of progress and challenges in implementing the SA-RISP to date, and to provide an evidence base that would strengthen the Bank's strategic positioning and operational effectiveness in supporting regional integration going forward.

2 Background

2.1 Regional Overview

The Southern Africa Region accounts for approximately 23% of Africa's GDP and 17% of the continent's population, with South Africa contributing the largest share of the region's GDP (61%), followed by Angola (17%)[3]. Since 2020, the macroeconomic performance of the region has been stymied by several external shocks, including the COVID-19 pandemic, international conflicts, global price volatility for key export commodities such as diamonds, and the increased frequency and intensity of weather- and climate change-related disasters. While economic growth has rebounded to 2.8% and 1.6% in 2022 and 2023 respectively, from -7% in 2020, the recovery remains uneven.[4] The GDP growth data show that the COVID-19 shock reversed prior gains, and the recovery has remained subdued. The growth rate remains below SADC's 7% convergence target, reflecting structural constraints such as energy deficits, transport inefficiencies, commodity dependence, fiscal pressure, high income inequalities, and persistent health challenges, with the region having the highest HIV prevalence rate in Africa.

Table 1: Macroeconomic Indicators for Southern Africa (2019–2025)

Year	Real GDP Growth (%)	Fiscal Deficit (% of GDP)	Inflation Rate (%)	Current Account Deficit (% of GDP)	Status
2019	0,7	3,9	7,4	3,3	a
2020	-7	6,4	9,3	1,9	a
2021	4,4	5,3	9,8	3,2	a
2022	2,5	4,9	13,7	3,6	a
2023	1,6	4,3	12,5	3,5	e
2024	2,2	4,2	7,6	3,8	f
2025	2,7	3,9	6,7	4	f

Source: (AfDB, 2024b and 2025), IMF (2024)

Notes: The figures are regional averages for 13 countries in Southern Africa while (a) = Actual; (e) = Estimated; (f) = Forecast.

[3] AfDB, 2020.

[4] AfDB (2024b, 2024c)

South Africa, the region's economic anchor, has seen growth fall from 1.9 per cent in 2022 to just 1.6 per cent in 2023, mainly due to energy shortages, transport inefficiencies, and weak mining and agricultural performance.[5] In October 2025, the IMF projects GDP growth of only 1.0 per cent in 2025.[6] Meanwhile, high levels of public debt pose risks to fiscal sustainability, even as multilateral financing, such as a USD 1.5 billion World Bank loan for infrastructure modernisation and low-carbon transition, seeks to support structural transformation.[7]

Other economies in the region present mixed trajectories. Angola, traditionally reliant on oil exports, has faced downward revisions to its growth forecasts.[8] This reflects weaker oil production and declining exports. Mozambique has emerged as a potential energy hub, benefitting from hydropower and natural gas projects, though climate shocks and security instability in the north continue to undermine resilience and investor confidence.[9] Smaller economies such as Namibia, Zambia, and Malawi remain vulnerable to commodity cycles and recurrent droughts, further constraining their growth prospects.[10]

Relatedly, the Bank classifies RMCs by per capita income and creditworthiness into ADB countries (non-concessional), blend countries (access both non-concessional and concessional resources) and ADF countries (concessional resources only). Beyond the standard credit classification, the Bank also identifies "transition states" which are countries affected by fragility and conflict. As such, Southern Africa's development disparities span all three standard classifications, with South Africa, Botswana, Namibia, Eswatini, and Angola borrowing on non-concessional ADB terms; Zambia is a blend country; while Malawi, Mozambique, and Madagascar are both ADF and Transition or Fragile states, while Lesotho only relies on ADF concessional resources. Zimbabwe is a fragile state that is also constrained by arrears. These disparities also shape the regional integration financing architecture as 25 percent of the ADF replenishment forms a Regional Operations envelope for ADF countries, which countries leverage by contributing one-third of project costs from national allocations. However, ADB-category countries cannot access this concessional top-up. Thus, cross-border projects combine divergent financing terms, costs, and debt constraints, complicating agreements and joint preparation, underscoring the need for an integrated mix of instruments and stronger coordination to finance regional integration across unequal economies.

Across Southern Africa, structural challenges remain prominent.[11] Rising debt burdens and elevated borrowing costs limit fiscal space for investment and social spending. External financing opportunities have narrowed amid tighter global interest rates and stagnating development aid, which reached USD 51 billion in 2023. Fragility and governance weaknesses heighten volatility and pose risks of cross-border spillovers. Climate change continues to exacerbate vulnerabilities, with recurrent droughts severely affecting agricultural productivity.[12] Finally, energy insecurity, most acute in South Africa but also affecting several neighbouring economies, remains a major brake on growth, with estimates suggesting losses of 1–3 percentage points of GDP annually.[13]

At the same time, the region presents opportunities that can reinforce integration and resilience. Infrastructure development, supported by multilateral partners, has gained renewed momentum, particularly in energy and transport.[14] Large-scale renewable energy projects, combined with cross-border power pooling, hold significant potential to address chronic electricity shortages while promoting deeper economic integration.[15] Structural reforms in public finance management and regulatory

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[5] https://www.afdb.org/en/countries/southern-africa/south-africa/south-africa-economic-outlook
[6] https://www.imf.org/en/Countries/ZAF
[7] https://www.worldbank.org/en/news/press-release/2025/06/09/world-bank-supports-improved-energy-and-freight-transport-services-in-afe-south-africa
[8] https://www.imf.org/en/News/Articles/2025/05/13/pr-25143-angola-imf-staff-completes-2025-post-financing-assessment-mission
[9] https://www.afdb.org/en/knowledge/publications/african-economic-outlook
[10] https://www.afdb.org/en/knowledge/publications/african-economic-outlook
[11] https://www.imf.org/en/Publications/REO/SSA/Issues/2025/04/25/regional-economic-outlook-for-sub-saharan-africa-april-2025
[12] https://www.afdb.org/en/knowledge/publications/african-economic-outlook
[13] https://www.afdb.org/en/countries/southern-africa/south-africa/south-africa-economic-outlook?
[14] https://www.worldbank.org/en/news/press-release/2025/06/09/world-bank-supports-improved-energy-and-freight-transport-services-in-afe-south-africa
[15] https://www.afdb.org/en/knowledge/publications/african-economic-outlook

frameworks could further mobilise private sector investment and domestic revenues, strengthening the foundations for long-term growth.[16]

2.2 Economic Diversity and Key Drivers of Economic Growth and Development Among Southern African Countries

Southern Africa exhibits significant economic diversity with countries varying in resource endowment, economic structure, and income levels. Economic growth in the region is underpinned by a mix of mineral extraction, agriculture and agro-processing, services (including tourism, logistics and finance), and increasingly energy and digital investments. Over 60% of the region's merchandise exports are commodities, a pattern widespread across Africa and prominent in Southern Africa's exports of oil, copper, diamonds and other metals (e.g., Angola, Botswana, Zambia).[17] While this resource base provides foreign exchange and fiscal revenues, the available evidence consistently shows that resource-rich countries experience commodity price volatility and grow more slowly than diversified peers.[18]

Botswana's growth model, long reliant on diamonds, now confronts structural constraints linked to economic diversification and productivity headwinds. Zambia's medium-term economic outlook remains heavily dependent on copper production and the energy system required to sustain mining expansion, underscoring the risks of continued commodity dependence. Evidence from the IMF highlights the need to scale generation and transmission to meet the government's production targets, linking energy investment to mining-led growth.[19] For Angola, strong dependence on oil production and exports, and a lack of economic diversification, continue to constrain its growth potential.[20]

By contrast, services and tradable activities have emerged as critical drivers for job-rich growth in several Southern African economies. World Bank analysis in *Africa's Pulse* points to private consumption, services activity and investment as the main engines of the region's recovery as inflation moderates — trends observable in many Southern African countries with rising services shares in GDP and employment.[21] In Mozambique, for example, recent evidence shows how services have increasingly contributed to growth and jobs, and why reducing dependence on low-productivity agriculture and extractives is central to inclusive development. Similarly, data from the UNWTO shows that tourism, a key services subsector for SADC coastal and island economies, is rebounding, with the UN tourism barometer confirming that global arrivals have returned to pre-pandemic levels in 2024—an external demand impulse that supports recovery in tourism-reliant Southern African destinations. This indicates that external demand for tourism has supported economic recovery in tourism-reliant Southern African destinations.

Agriculture and agro-processing remain central to livelihoods, local economic development and food systems in Southern Africa. However, the sector's potential is constrained by structural challenges including climate change and increasing weather variability, especially droughts, dependence on rain-fed farming, and the lack of reliable energy to support cold storage and processing. Evidence from the World Bank and African Development Bank shows that these constraints continue to reduce agricultural productivity and limit value addition, leaving the sector less able to drive inclusive growth. Cross-cutting enablers of growth — energy, transport logistics and trade facilitation — are decisive for diversification across the region's heterogeneous economies. Recent evidence from the World Bank shows that regional power trade, through the Southern African Power Pool (SAPP), a central integration platform, can lower costs, improve reliability and enable higher renewable penetration at scale, thereby raising productivity in energy-intensive sectors. Similarly, improvements in the performance of the region's major trade corridors, logistics services and cross-border efficiency can enhance firms' competitiveness and their capacity to move up value chains. Findings from the Bank's African Economic Outlook 2025 and the IMF's 2025 Regional Economic Outlook underline that reforms to improve the investment climate, integrate regional markets, and mobilise private capital, particularly in infrastructure and energy, are essential to move economic growth beyond commodity dependence toward more diversified and employment-intensive development.

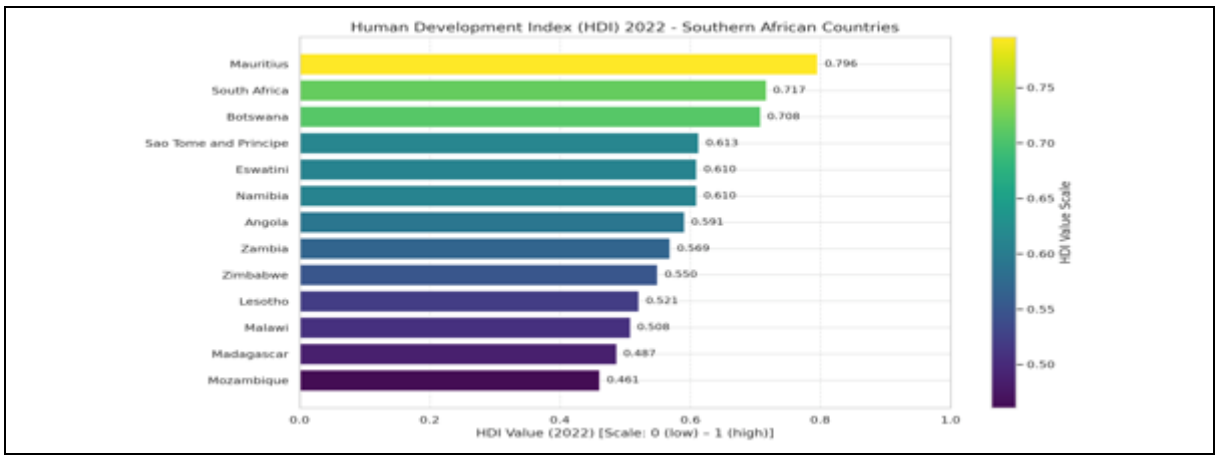
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[16] https://www.imf.org/en/Publications/REO/SSA/Issues/2025/04/25/regional-economic-outlook-for-sub-saharan-africa-april-2025
[17] https://unctad.org/publication/state-commodity-dependence-2025
[18] https://www.worldbank.org/en/publication/africa-pulse
[19] https://www.imf.org/-/media/Files/Publications/CR/2025/English/1zmbea2025002-source-pdf.ashx
[20] https://www.worldbank.org/en/country/angola/overview
[21] https://www.worldbank.org/en/publication/africa-pulse

2.3 Regional Human Development Patterns in Southern Africa

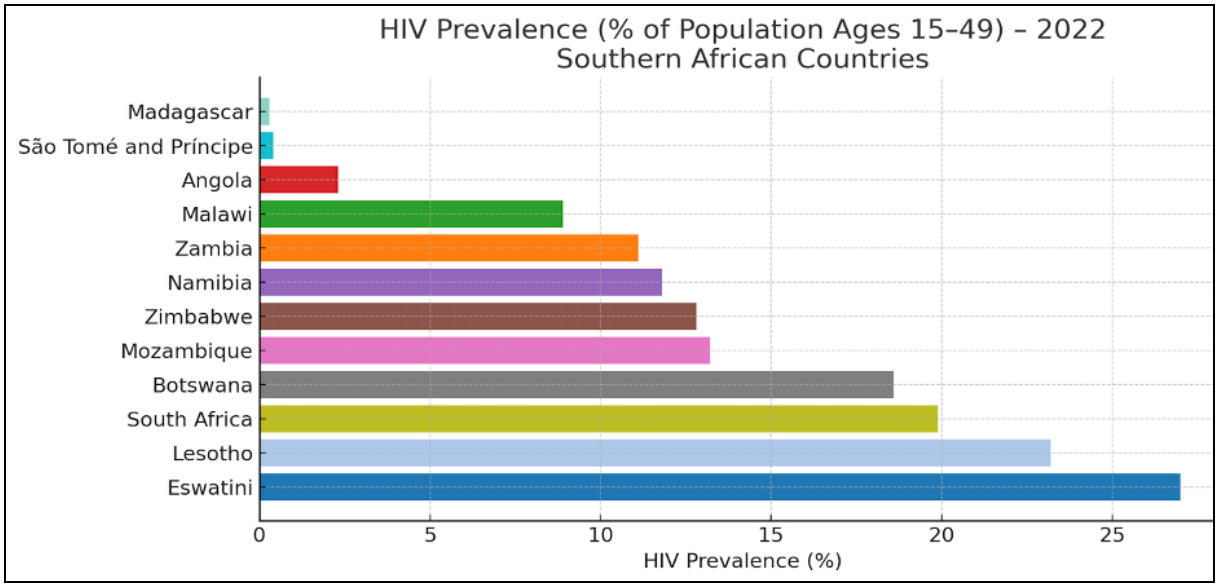
An analysis of recent human development trends across Southern African countries reveals marked disparities in socio-economic outcomes and health indicators. Despite relatively high human development indicators compared to other African subregions, extreme poverty remains widespread, particularly in Malawi (77.5%), Mozambique (65.5%), and Zambia (61.2%). Multidimensional poverty, which incorporates deficiencies in education, health, and living conditions, is equally severe, with Mozambique recording the highest rate at 73% (UNECA, 2023). Figure 2 below shows that countries such as Mauritius, South Africa, and Botswana achieve higher Human Development Index (HDI) scores compared to regional peers, indicative of broader progress in education, income, and health. In contrast, countries like Mozambique, Madagascar, and Malawi remain at the lower end of the development spectrum. These variations underscore structural differences in institutional capacity and access to quality public services.

Figure 2: Human Development in Southern Africa



Source: UNDP, 2024

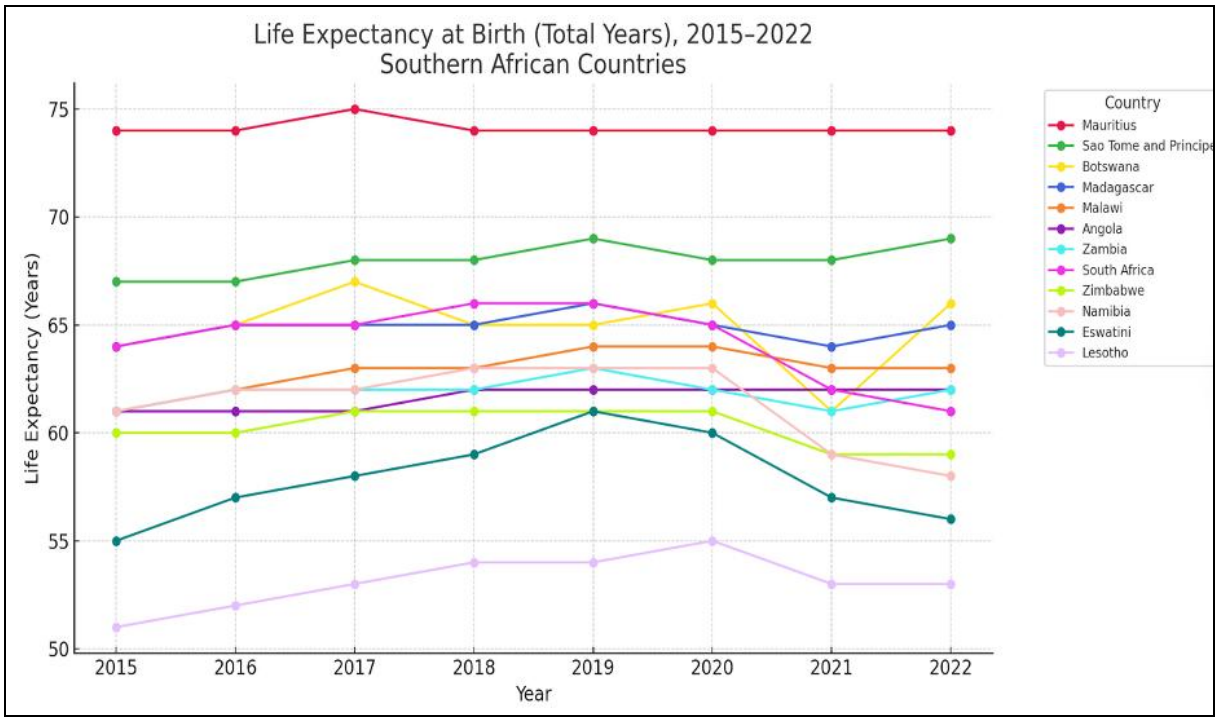
Figure 3: HIV Burden in Southern Africa



Source: World Development Indicators (World Bank, 2025).

Note: *Data for Mauritius is not available for 2022. The most recent value (1.4%) is from 2021 and has been excluded from this chart.*

Figure 4: Life Expectancy in Southern Africa



Source: World Development Indicators (World Bank, 2025), with data from the United Nations Population Division.

Health-related indicators further illustrate the uneven development landscape. Figure 3 highlights significant variation in HIV prevalence among populations aged 15–49, with countries like Eswatini and Lesotho facing the highest burden. While HIV remains a major public health challenge, its impact on broader development outcomes appears moderated in countries with strong healthcare systems, such as South Africa. Life expectancy trends (Figure 4) show general improvement across the region from 2015 to 2022, though countries with high HIV prevalence and low HDI, such as Lesotho and Mozambique, consistently perform below the regional average. Income inequality remains entrenched in Southern Africa and is a key barrier to social cohesion and socioeconomic development. According to UNECA (2023), the Southern Africa region is the most unequal globally, with eight of the world's ten most unequal countries, including South Africa, Namibia, and Zambia, exhibiting Gini coefficients above 50.

2.4 Status of Regional Integration in Southern Africa: Progress, Opportunities and Challenges

Economic development in Southern Africa is tightly linked to its regional infrastructure and market integration. Efficient energy networks, trade facilitation, and transport connectivity (ports, roads, rail, and air transport) are crucial “enablers” for regional integration, economic diversification and inclusive economic growth in Southern Africa. The region has made progress in trade and energy cooperation, with initiatives like the SAPP facilitating electricity trade and intra-SADC trade rising to 23% of total trade in 2022, up from 19% in 2021, reflecting a positive trend in economic integration[22]. The development of regional transport corridors such as the North-South and Maputo corridors has also enhanced connectivity, supporting trade efficiency and market access. Additionally, the region’s untapped renewable energy potential, particularly in solar, wind, and hydropower, presents an opportunity for energy security and sustainability if properly harnessed through coordinated investment strategies.

However, structural barriers continue to hinder deeper economic integration. Energy deficits caused by ageing infrastructure, under-investment, and climate change, particularly in South Africa, Zambia, and Zimbabwe, have led to frequent power outages, disrupting industries and regional supply chains. Moreover, trade integration is constrained by inadequate transport infrastructure and weak networks, NTBs, while inefficient border management systems further inflate trade costs, limiting the benefits of

22 SADC (2022)

regional agreements.[23] Policy misalignment and national interests often slow down the implementation of regional strategies and projects, as seen in energy cooperation and trade liberalisation efforts. Structural transformation remains limited due to underdeveloped value chains, reliance on raw material exports, and weak industrialisation.[24] Put together, these persistent challenges have stifled Southern Africa's economic growth and regional integration strategy.

3 The African Development Bank's Strategies and Commitments for Regional Integration

Regional integration is a longstanding objective of the Bank and has been part of its mandate since its founding in 1964. It featured explicitly in the *long-term strategy* for the period from 2013 to 2022, which focused on the following priority areas: i) infrastructure, ii) regional integration, iii) private sector development, iv) good governance, and v) higher education/technology. In 2016, the long-term strategy was aligned with the High 5s, namely: i) Light up and Power Africa (energy); ii) Feed Africa (agriculture); iii) Industrialise Africa (industrialisation); iv) Integrate Africa (regional integration); and v) Improve the Quality of Life for the People of Africa (health, water/hygiene, employment, gender equality).

The Bank's *Regional Integration Strategic Framework (RISF)* 2018-2025, approved in March 2018, is the overarching framework delivering its "Integrate Africa" agenda. The RISF is anchored in the strategic directions of the High 5s and the Bank's Development and Business Delivery Model (DBDM). It replaced the earlier Regional Integration Policy and Strategy (RIPoS, 2014-2023), which had been formulated after the adoption of the Ten-Year Strategy (TYS) 2013-2022. By introducing new approaches and aligning with the High 5s and the DBDM, the RISF provides a more results-focused framework. It also aligns with the African Union (AU) Agenda 2063 (adopted in 2015), which promotes intra-African trade with a target of raising Africa's share of global trade to 20% by 2025.

The Bank's new *Ten-Year Strategy (TYS, 2024-2033)* reaffirms the centrality of regional integration to its development agenda, envisioning *"a prosperous, inclusive, resilient, and integrated Africa."* The TYS highlights regional integration as both a driver of economic transformation and an enabler of the Bank's broader development objectives. It prioritises cross-border infrastructure, regional value chains, and deeper financial market integration. In this context, the Regional Integration Strategy Papers (RISPs) for each sub-region (Central, East, South, West and North) serve as the programmatic instruments of the RISF, translating strategic intent into implementation. As such, the SA-RISP design and implementation build on the Bank's major strategies, including the TYS (2013-2022 and 2024-2033), the High-5s, RISF 2018-2025, and sector-level strategies such as the Jobs for Youth in Africa (2016-2025) and the Fragility Strategy (2022-2026).

While the *Theory of Change* (ToC) diagram of the Bank's SA-RISP presented in Figure 5 below provides a broad strategic orientation, it omits important details such as the output level of the results chain and the Bank's non-lending support (e.g. capacity building). To address these gaps, the Evaluation Team developed a *more detailed ToC* (see Figure 5), drawing on the original framework as well as the ToC used in the ongoing evaluation of the Regional Integration Strategic Framework (RISF) 2018-2025.

Under *Pillar 1* (Infrastructure Connectivity), the Bank supports strategic regional infrastructure to tackle bottlenecks in transport, energy, ICT, and transboundary water resources. Interventions focus on multi-modal corridors such as Nacala, Walvis Bay and Lobito, all designed to link landlocked states to global markets and stimulate local enterprise development along their routes. Energy investments target new renewable generation, transmission, and distribution, including energy efficiency improvements, with support for utilities and regional institutions such as the Southern Africa Power Pool (SAPP), the Regional Energy Regulators Association of Southern Africa (RERA), and SADC's Centre for Renewable Energy and Energy Efficiency (SACREEE). Similarly, ICT projects seek to expand access, lower costs, and promote integrated regional systems, while water resource initiatives align with SADC protocols to strengthen cross-border infrastructure and governance of shared basins. Importantly, all infrastructure projects incorporate non-lending activities – including "soft infrastructure" measures such as support to regulatory reforms and capacity building – to improve the quality of project design and stakeholder engagement, ensure effectiveness and promote sustainability. This reflects the Bank's commitments

23 UNECA (2023)

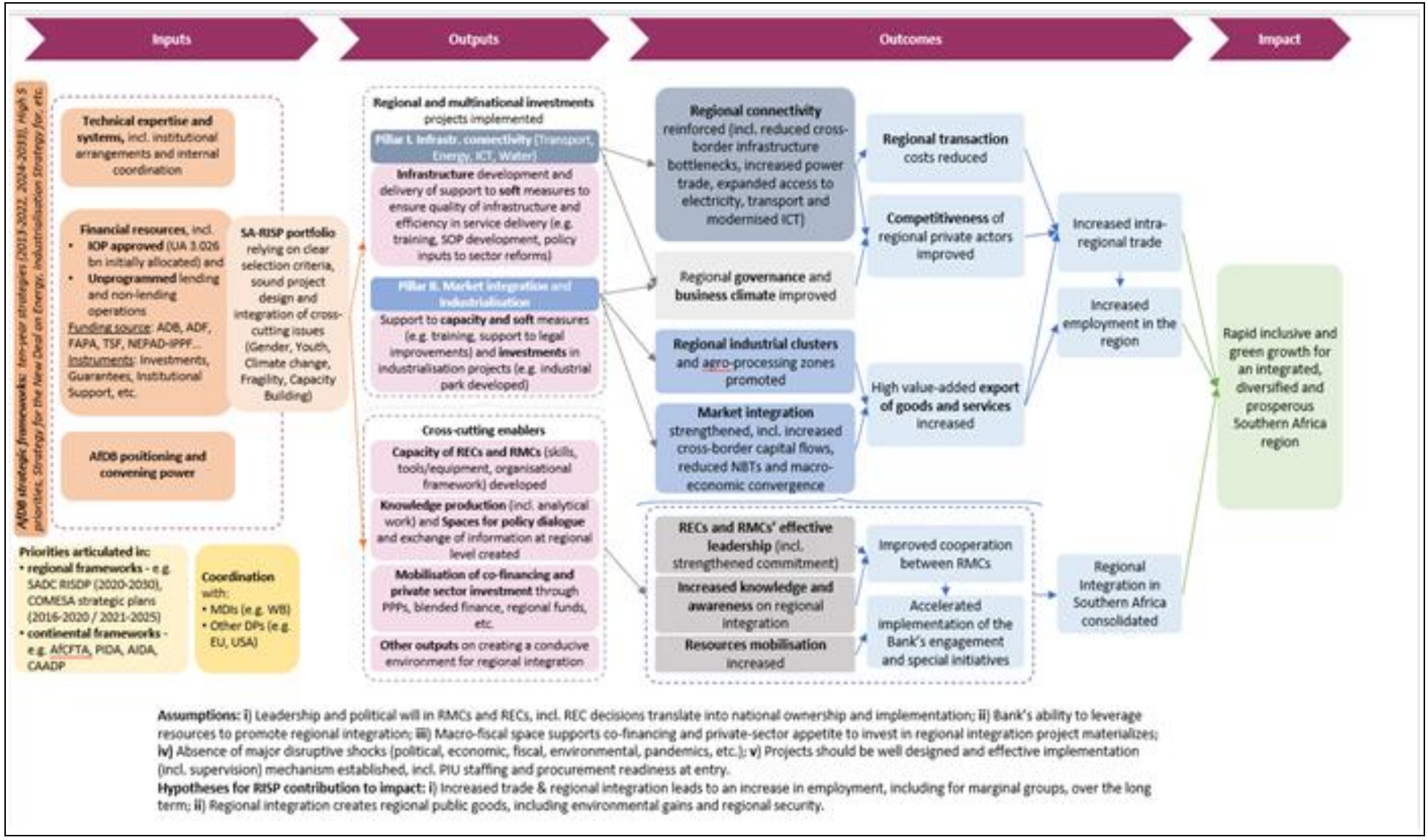
24 AfDB (2024d)

under ADF-15 and GCI-7 and builds on prior initiatives such as the PIDA capacity-building programme and support to operationalising the SADC Regional Development Fund.

Under its *Pillar 2*, the SA-RISP places emphasis on soft measures such as capacity building and reforms. Efforts aim to harmonise trade regimes, strengthen macroeconomic convergence, link stock exchanges and payment systems, and facilitate the free movement of people and skills. Removing Non-Tariff Barriers (NTBs) and enhancing customs procedures are seen as central to increasing intra-regional trade, with a target of raising it from the current 15 percent of total trade to 20 percent. Industrialisation support focuses on expanding regional value chains, mineral beneficiation, and agro-processing, as well as promoting industrial parks and export processing zones. Support to these initiatives is also expected to combine hard investments with capacity-building support to national and regional bodies, ensuring that industrial growth is inclusive and sustainable.

Cross-cutting themes are central to the SA-RISP's ToC. Capacity building and knowledge generation are integrated into projects and pursued through stand-alone support to RECs and coordinating agencies. Knowledge products, policy advice, and regulatory support are designed to complement infrastructure investments and enhance their effectiveness. Further cross-cutting areas include gender equality, youth employment, climate change, fragility, and social inequality, as well as post-COVID-19 recovery.

Figure 5: Reconstructed ToC of the SA-RISP 2020-2026



Assumptions: i) Leadership and political will in RMCs and RECs, incl. REC decisions translate into national ownership and implementation; ii) Bank's ability to leverage resources to promote regional integration; iii) Macro-fiscal space supports co-financing and private-sector appetite to invest in regional integration project materializes; iv) Absence of major disruptive shocks (political, economic, fiscal, environmental, pandemics, etc.); v) Projects should be well designed and effective implementation (incl. supervision) mechanism established, incl. PIU staffing and procurement readiness at entry.

Hypotheses for RISP contribution to impact: i) Increased trade & regional integration leads to an increase in employment, including for marginal groups, over the long term; ii) Regional integration creates regional public goods, including environmental gains and regional security.

4 Highlights of the SA-RISP 2020 – 2026 Portfolio, Indicative Operational Program, and Implementation Status of Operations

4.1 Identification of 2020 – 2026 SA-RISP Portfolio

The joint Mid-Term Review (MTR) of the RISP 2020–2026 and the Regional Portfolio Performance Review (RPPR), conducted in 2023, found that the RISP portfolio comprised three main categories of operations: (i) those included in the initial IOP, (ii) new operations added to the revised IOP for the 2023–2026 period, and (iii) ongoing operations implemented during the first half of the RISP period.

In preparing this Inception Report, the Evaluation Team reviewed all operations referenced in the MTR and the 2023 RPPR as well as regional operations under the Bank's South Africa Regional Office (RDGS) on the SAP system, approved since October 2020, when the RISP was approved by the Board up to December 2025. The process also included consultations with Regional Integration Experts at headquarters and RDGS, other Bank staff, and external stakeholders, particularly SADC, during the portfolio verification mission which was undertaken from 28th April to 2nd May 2025. These consultations clarified the criteria for classifying regional operations under RDGS and, at a later stage, for identifying operations that fell within the scope of the RISP. To qualify as a regional operation, the operation needed to meet one or more of the following requirements:

- The operation supports the development and/or implementation of a regional treaty, protocol, policy, or strategy of a Regional Economic Community (REC) and other regional bodies to fulfil their mandate for regional integration;
- The operation supports the development and/ or implementation of a regional programme to implement a specific regional treaty, protocol, policy, strategy, master plan and corridor development programme by a REC and other regional bodies;
- The operation supports the implementation of a single or cluster of projects by a REC or regional organisations and some or all of its member states that are part of one regional programme, master plan, or corridor development programme to address a common challenge; and
- The operation supports the member state(s) of a REC or regional body to implement a specific project that is part of a defined regional programme or corridor development and thus becomes a country specific project, but of regional importance.

Based on the above criteria and the list of projects provided in the 2023 MTR and RPPR, 122 regional operations were initially identified and after further screening, a total of 77 projects were found to be within the scope of the SA-RISP. However, two (2)[25] of these projects were removed leaving 75 operations that were identified as being within the scope of the SA-RISP and have been provided below in Table 2:

For operations to be classified as being within the scope of the SA-RISP 2020 – 2026, they needed to meet one of the following:

a) Operations that are part of the Initial IOP in the Approved SA-RISP;
b) Operations that are part of the Revised or Updated IOP in the 2020-2023 SA-RISP MTR and RPPR;
c) Unprogrammed operations drawn from the list of regional operations approved from October 2020 to December 2023 in the MTR and other regional operations in Southern Africa approved in 2024 and 2025.

The review also identified eight (8) studies, five (5) of which were part of the initial IOP and three (3) Economic Sector Works (ESWs) which were identified during the MTR. Altogether, these knowledge products are not defined as standalone operations and were earmarked to be implemented as part of other operations with a total resource envelope of UA 4.14 million.

[25] The two (2) projects that were part of the initial IOP but removed included the P-Z1-DD0-019 - Multinational (Burundi/Zambia): Lake Tanganyika Transport Corridor Development Project which was only implemented in Burundi (East Africa) and the P-Z1-IBE-027 - Multi-Country (Madagascar, Malawi, Mozambique, and São Tomé and Príncipe) COVID-19 Emergency Support Program was approved as a national project in Sao Tome & Principe, have been removed from the analysis but still indicated as part of the initial IOP.

Table 2: In scope SA-RISP 2020 – 2026 Operations and Approvals by Pillar and Priority Area

RISP Pillar or Priority Area	No of Operations	Approved Budget
Pillar I: Infrastructure Connectivity	42	1,757,287,918.03
Pillar II: Market Integration and Industrialization	30	1,352,122,520.00
Crosscutting	3	9,620,200.00
Total	**75**	**3,119,030,638.03**

Source: AfDB SAP Data, December 2025

Table 2 indicates that 56 percent (42) of the operations belonged to Pillar I which focuses on infrastructure connectivity and 40 percent (30) were under pillar II which focusses on market integration and industrialisation while there are only three (3) stand-alone operations, representing four (4) percent that were focussed on cross cutting themes. A detailed list of the 75 operations has been provided in Annex 2. With regards to resources based on approvals, a similar pattern emerges with 56.3 percent (UA 1.76 billion) under pillar I - infrastructure connectivity, and 43.4 percent (UA 1.35 billion) under pillar II – market integration and industrialisation while 0.3 percent (UA 0.01 billion) was under crosscutting themes.

The programming status of operations indicates that 38 out of 75 operations which were within the scope of the SA-RISP were in the initial IOP and these comprised 51 percent of all operations and 35% of the resources based on approved budgets. Six (6) of these operations were included in the revised IOP which was prepared as part of the MTR and RPPR in 2023 which also included 10 new projects that accounted for 13 percent of the operations and 19 percent of the resources. Based on the list of regional operations approved between 2020 and 2023 provided in Annex 7 of the SA-RISP MTR and RPPR undertaken in 2023, 27 unprogrammed operations were identified as being within the scope of the SA-RISP and account for 36 percent of the operations and 46 percent of the resources based on approved budgets. Details of the number of operations and resources by programming status have been provided in Table 3 below.

Table 3: Programming Status of SA-RISP Operations

Row Labels	No of Operations	Percentage	Resources (UA)	Percentage
Initial IOP	32	43%	1,083,039,210.00	35%
Initial IOP/Revised IOP	6	8%	13,193,967.10	0%
Revised IOP	10	13%	585,254,500.00	19%
Unprogrammed - Inscope	27	36%	1,437,542,960.93	46%
Grand Total	**75**	**100%**	**3,119,030,638.03**	**100%**

Source: AfDB SAP Data, December 2025

While all operations identified have a clear regional dimension, they vary in type and scope: i) operations with activities focused on the local level or a specific country, but with regional significance;[26] ii) operations with activities spanning across multiple countries or a whole REC; and iii) operations of a continental scope.

Part of the SA-RISP portfolio has direct linkages to regional and continental frameworks within the context of the Tripartite Free Trade Area (TFTA). 56 out of 75 operations (75%) were planned to be implemented or facilitated by RECs (mainly SADC and COMESA), facilitating alignment with their regional protocols, treaties, and programmes. Reflecting SADC's role as the region's key REC, 49 operations (65%) were planned to be implemented by SADC (16%), facilitated by SADC (29%), or linked

[26] This covers different types of operations, including: i) country level operations designed with a clear country focus, but with linkages to a broader regional initiative (e.g. P-NA-DZ0-002, focusing on Namibia / Transport Infrastructure Improvement Project – Phase II); ii) operations categorised within corporate systems as multinational operations, but approved at country level due to the easiness of guaranteeing funding for these projects as country loans (e.g. P-Z1-C00-075, focusing on Zambia / PIDACC - Programme for Integrated Development and Adaptation to Climate Change in Zambezi River Basin; P-Z1-DB0-271, focusing on Mozambique / SADC Sub-regional transport and trade facilitation project).

to SADC (24%).[27] Five operations (7%) were planned to be implemented by COMESA under the tripartite framework. Two operations were linked to both SADC/COMESA treaties and protocols.

4.2 Evolution of the SA-RISP 2020 - 2026 Portfolio

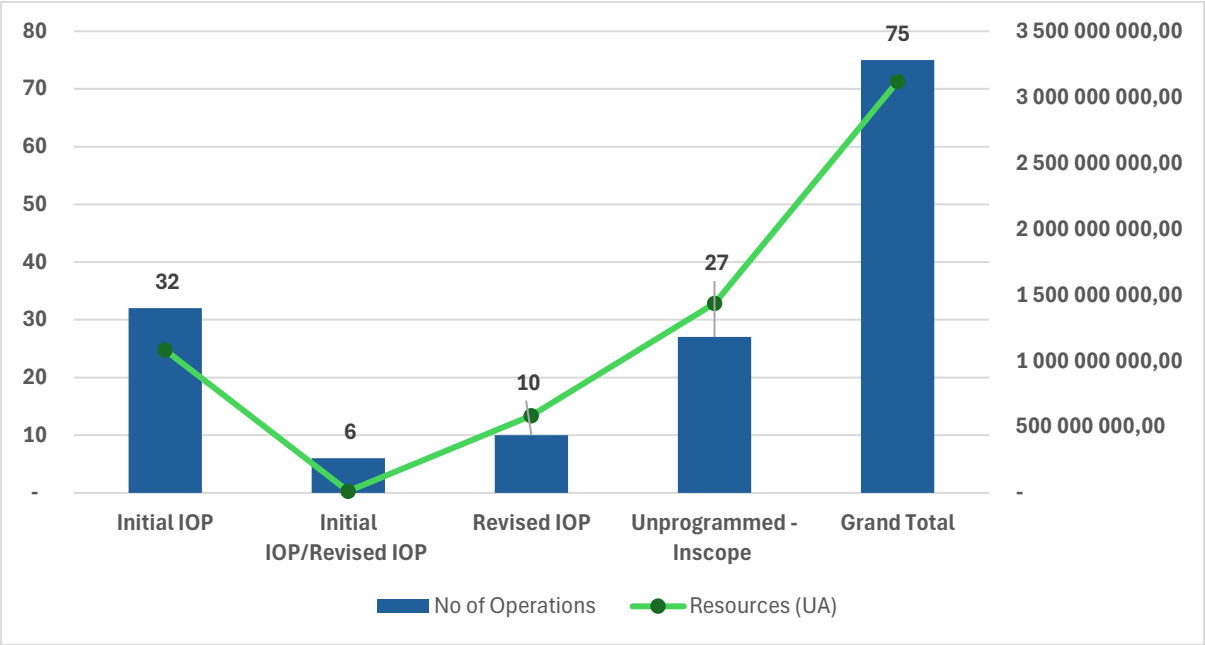
The initial IOP in the approved SA-RISP 2020 – 2026 comprised 38 operations and five (5) knowledge products. During the MTR, six (6) of these operations were also included in the updated IOP. However, the other 32 operations in the initial IOP which were the focus for the period from November 2020 – December 2026, increased by two operations to reach 34 mainly as a result of the Baynes Hydropower Project between Angola and Namibia which was listed as one operation but ended up being approved as three separate operations. However, two operations included in the Initial IOP were dropped and they included: i) the P-Z1-DD0-019 - Multinational (Burundi/Zambia): Lake Tanganyika Transport Corridor Development Project which was only implemented in Burundi (East Africa), and ii) the P-Z1-IBE-027 - Multi-Country (Madagascar, Malawi, Mozambique, and São Tomé and Príncipe) COVID-19 Emergency Support Program, which was approved as a national project in Sao Tome & Principe. Both have been removed from the analysis but are still indicated as part of the initial IOP. This reduced the number of effective pillar operations not included in the revised IOP to 32 again.

The updated or revised IOP during the MTR and RPPR included six (6) operations from the initial IOP and eight (8) new added operations. Of the eight (8) new added operations, one operation; the Programme for Integrated Development and Adaptation to Climate Change in Zambezi River Basin (PIDACC Zambezi) which was only listed as one operation in the updated IOP ended up being implemented as a regional program with separately approved operations for three countries (Mozambique, Zambia and Zimbabwe), bringing the total number of newly added operations to 10 in the revised IOP in 2023.

The review of operations listed in the MTR and RPPR also led to the identification of 32 unprogrammed operations from ongoing operations approved from 2020 to 2023. After applying the requirement for the projects to be approved from October 2020 when the SA-RISP was approved, seven (7) of these operations were deemed to be out of scope. However, there was an addition of two (2) unprogrammed projects which fell within the scope of the SA-RISP and these included: i) Annex 3 of the MTR: P-Z1-AAG-047 - Multinational - Trade and Agriculture Finance Facility to ETG Group Limited which was part of the ongoing regional projects in Southern Africa Portfolio (December 2023) but not included in Annex 7 of the MTR and RPPR; and ii) P-Z1-HAB-114 – USD 400 million financial package (USD 200 million RPA and USD 200 million sub-debt) for Standard Bank South Africa which was unprogrammed but approved after the MTR and RPPR in 2024. Overall, this brings the number of operations within the scope of SA-RISP to 75 and details on these operations and resource allocations to these categorisations have been provided in Figure 6 below.

[27] Of the 10 operations earmarked for implementation by SADC, only four were implemented by SADC in the end. These projects included: i) P-Z1-AAF-015 (PROFISHBLUE); ii) P-Z1-IBE-022 (SADC Disaster Preparedness and Response Mechanism - Support COVID-19 & other pandemics); iii) P-Z1-KF0-067 (SADC Macroeconomic stability and financial integration); and iii) P-Z1-K00-127 (Trade and Transit Facilitation project - TTFP).

Figure 6: Programming Status of SA-RISP 2020-2026 Operations



Source: AfDB SAP Data, December 2025

4.3 Regional and Sector/Thematic Area focus of the SA-RISP

The SA-RISP 2020-2026 indicates that its strategic direction and indicative operations programs (IOPs) respond to the formation of the Tripartite Free Trade Area (TFTA) which includes SADC, COMESA, and the East African Community (EAC). Together these Regional Economic Communities (RECs) constitute a larger block of 29 countries, enhancing prospects for broader integration and trade expansion in the region and, ultimately, towards full integration with the rest of the continent through the African Continental Free Trade Area (AfCFTA). As such, the SA-RISP is also aligned with the Eastern Africa RISP 2018 - 2022 and the Central Africa RISP 2019-2025 to ensure that the RISPs also support the cross-regional infrastructure projects and the TFTA.

Further, the RISP timeline also coincided with the rollout of key continental initiatives to promote African economic transformation and integration, including the African Union (AU) Agenda 2063 and its associated continental frameworks such as the Programme for Infrastructure Development in Africa (PIDA) Priority Action Plan (PAP) -2 covering the period from 2021 - 2030, the Accelerated Industrial Development for Africa (AIDA), and conclusion of the first Comprehensive Africa Agriculture Development Programme (CAADP 2015 – 2025) and the development as well as rollout of the second CAADP (CAADP 2.0 - 2026 - 2035). Although the SA-RISP is well aligned to the SADC RISDP 2020 – 2030, which also draws most of its infrastructure projects from the PIDA-PAP 2, only 7 (9.3%) of the 75 operations within the SA-RISP are drawn from the PIDA-PAP 2 priority list.

Furthermore, most of the projects are also drawn from or aligned with the SADC Regional Indicative Strategic Development Plan (RISDP) 2020 - 2030 prioritised projects. Of the 75 operations found to be within the scope of the RISP, 42 are under pillar I and of these: 6 (14.3%) are implemented by SADC, 2 (4.8%) are implemented by COMESA, and another 2 (4.8%) are continental projects. Up to 31 of the remaining 32 operations, accounting for 73.8 percent, of which 17 are SADC facilitated[28] and 14 are SADC linked[29]. Overall, 37 of the 42 pillar I operations have been developed and implemented with varying levels of SADC Involvement, and only one of these operations involving Madagascar, is implemented in collaboration with the Indian Ocean Commission (IOC).

[28] The operation is not implemented by SADC but firmly anchored on a SADC treaty, protocol, strategy or programme with varying degrees of SADC's involvement in the design and implementation

[29] The operation is linked to SADC Treaty, Protocol or Programme but the involvement of SADC itself in the design and implementation is limited

Under pillar II, 10 of the 30 operations (33.3%) are continental operations which also involve Southern African countries and up to 13 (43.3%) have been developed and implemented with varying levels of SADC involvement and while three (3) are implemented by COMESA and the other four (4) are regional or multiregional operations but their development and implementation does not demonstrate a strong linkage to either SADC or COMESA. Of the 13 operations involving SADC, four (4) are either implemented or were earmarked to be implemented by SADC, another four (4) are SADC facilitated while three are SADC linked and two (2) are linked to both SADC and COMESA.

With regards to sector and thematic area focus of the SA-RISP, the dominant sectors under pillar I are energy and transport. Under pillar II, finance is the dominant area of support, while there is a considerable balance among Industrialisation, multisector, and Environment and Climate Change. Of the 42 pillar I operations, 34 operations (81%) are under energy and transport sectors which have 18 and 16 operations, respectively. The energy sector accounts for 42.9% of operations but only accounts for 20 percent of the resources while transport sector operations constitute 38.1 percent of total pillar operations yet constitute up to 67 percent of the total resources approved under pillar I. The water sector only constitutes four (4) operations, most of which have not yet been financed and constitute 13 per cent of the total approvals.

Under pillar II, of the 30 operations within the scope of the SA-RISP, 10 (33.3%) are under finance and constitute 82.6 percent of the total approvals under this pillar. These are followed by Agriculture, Multisector, and Environment and Climate Change with 5, 6 and 3 projects constituting 14 percent, 1.4 percent and 1.1 percent of approved resources. Although there are up to 5 operations under industrialisation most of which have not yet been financed, they only account for 0.4 percent of the approved resources.

With regard to crosscutting themes, there are three (3) standalone gender operations that are within the scope of the SA-RISP, with one focusing on institutional capacity building and technical assistance and the other two focusing on gender equity. Together, these constitute only 4 percent of the operations within the scope of the SA-RISP and 0.3 percent of the total approvals. It is also worth noting that the environment and climate change operations under pillar II are under the Programme for Integrated Development and Adaptation to Climate Change in the Zambezi River Basin (PIDACC ZAMBEZI). Although they are classified under pillar II, they can also be considered as being under crosscutting themes. A detailed breakdown of operations by sector under each pillar or priority area has also been provided in Annex II.

4.4 Highlights of the Portfolio Implementation and Resource Utilisation Status of the 2020-2026 SA-RISP

The overall implementation progress of SA-RISP operations has been generally slow as assessed by December 2025. Of the 38 operations in the initial IOP, only two (2) projects have been closed or completed representing only 5.3 percent of the operations in the Initial IOP and 2.7 percent of operations within the scope of the SA-RISP. Eight (8) have been developed and are ongoing with another eight (8) operations representing 21 percent are either in the pipeline or have been approved, with three (3) of the four (4) approved projects, being integrated and approved as part of other operations. Up to four (4) of the approved in the Initial IOP remain in the reserve list while 15, representing 39.5 percent, have been abandoned. Of the 10 newly added operations in the revised IOP during the MTR, up to four (4) representing 40 percent are currently being implemented while two (2) have been identified as part of the pipeline, one (1) in reserve and three (3) have been abandoned. Of the 27 programmed operations that fall within the scope of the SA-RISP, 22 are ongoing, while four (4) have been approved and only one (1) abandoned.

With regards to the pillars, only 15 (35.7%) of the operations under pillar I have materialised with one (1) completed operation and 14 ongoing operations. Under this pillar, there is also one (1) approved project, six (6) under development in the pipeline and three (3) which have been approved as part of other operations. Four (4) operations remain on the reserve list and 13 have been abandoned. In contrast, under pillar II, 20 of the 30 operations representing 66.7 percent have materialised and are ongoing. Two (2) of the operations have been approved, one (1) under development in the pipeline, and one (1) remains on the reserve list while six (6) have been abandoned. With regards to the three (3) operations under crosscutting themes, one (1) has been completed while two (2) have been approved.

Overall, of the 75 operations found to be within the scope of the SA-RISP, only two (2) have been closed or completed representing a completion rate of 2.7 percent while 34 are ongoing representing 45.3 percent. Together, this entails that up to 48 percent of the SA-RISP have materialised while as many as 20 (26.7%) are at various stages of development (reserve, identified or pipeline, and approved) or in reserve, while up to 19 (25.3%) have been abandoned. Details of the implementation status of operations by programming category and pillar or priority area have been provided in Annex II.

The reasons for delayed approval and implementation of planned operations are many but the key ones based on the feedback received during the verification mission include: i) length of time required to reach multi-country agreements on the modalities for the design, management, implementation as well as monitoring of operations; ii) inability to mobilise resources required to implement the operations after they have been designed; iii) changing priorities at regional and country level due to changes in the global, regional and country level socio-economic landscapes; iv) limited headroom of RMCs to access required resources to implement highly capital-intensive operations especially in cases where the countries are heavily indebted; and v) cancellation of planned projects in some instances where RMCs have defaulted on payments.

The analysis of resource utilisation has been done at the level of projects within the scope of the SA-RISP that are being implemented and also have loan and financial data on the SAP system. The focus on this cohort of projects is to enable a realistic assessment as the approved and identified projects only have resource commitments without resource utilisation data.

Table 4: Final Resource Approvals and Utilisation by Pillar

Pillar/Priority Area and Sector	n	Contract capital	Netloan	Disbursement obligation	Disbursement Amount	Disbursement Ratio (Contract Capital)	Disbursement Ratio (Net Loan)
Pillar I: Infrastructure Connectivity	**17**	**505,118,883.7**	**505,118,883.7**	**373,919,641.5**	**131,201,072.6**	**26%**	**26%**
Pillar II: Market Integration and Industrialization	**23**	**1,020,307,554.6**	**729,622,754.6**	**303,925,466.7**	**440,997,370.6**	**43%**	**60%**
Crosscutting	**2**	**8,500,000.0**	**8,500,000.0**	**1,000,000.0**	**7,500,000.0**	**88%**	**88%**
Grand Total	**42**	**1,533,926,438.3**	**1,243,241,638.3**	**678,845,108.3**	**579,698,443.1**	**38%**	**47%**

Source: AfDB SAP Data, December 2025

The data in Annex II provides the total approvals by pillar and sector in SAP based on approvals while Table 4 above shows the final approved contract capital, netloan, disbursement obligation and disbursement amounts in SAP. Given the slow progress in the development of IOP operations, the total contract capital for 42 operations with sufficient SAP financial data has reduced to UA 1.53 billion from a total approved resource envelope for 75 operations of UA 3.12 billion.

Overall, the disbursement rates based on contract capital and netloan are low at 38 percent and 47 percent, respectively. Pillar I operations have demonstrated the lowest progression to implementation with only 17 out of 42 (40.5%) approved in-scope operations with sufficient financial data in SAP and a disbursement rate of only 26 percent, for both contract capital and net loans in the penultimate year of the 2020-2026 SA-RISP cycle. Pillar II has progressed much faster to implementation with 23 out of 30 (76.7%) approved operations having sufficient financial data in SAP and relatively higher resource utilisation rates of 43 percent and 60 percent for contract capital and netloan. Under crosscutting themes, the disbursement rate is quite high for both contract capital and netloan at 88 percent but there are only two (2) operations under this priority area.

Under Pillar I (Infrastructure Connectivity), disbursement remained low at 26 percent of both contract capital and net loan of UA 505.1 million, largely weighed down by the Transport sector, which accounts for the bulk of the pillar's resources (UA 435.3 million) but had disbursed only 16 percent; in contrast, Water and ICT & Communications performed strongly at 100 percent and 98 percent respectively despite having a small number of operations, with Energy at 48 percent. Pillar II (Market Integration and Industrialization) performed comparatively better, disbursing 43 percent of its UA 1.02 billion contract capital and 60 percent of its UA 729.6 million netloan. This was anchored by Agriculture at 99 percent, with Multisector at 56 percent, Market Integration at 45 percent, and Finance - the pillar's largest sector - at 36 percent of contract capital but 54 percent of netloan, while Environment and Climate Change and

Industrialisation lagged at 26 percent each. Details of the disbursement rates by Pillar or Priority Area and Sector/Thematic Area have been provided in Annex II.

The above mirrors the findings of the MTR which revealed mixed portfolio performance and uneven execution at mid-term. This was mainly on account of delays in program design and implementation. Multiple factors contributed to delays, and they included procurement inefficiencies, limited project readiness, slow disbursement procedures, and weak coordination capacities, especially among RECs and regional institutions. External shocks further complicated implementation. The COVID-19 pandemic, volatile commodity markets, and the Russia–Ukraine conflict weakened regional economic stability, exacerbating execution delays.

4.5 Average Implementation Periods and Evaluability of Operations

The overall portfolio has an average implementation period of 2.8 years across all operations. Pillar I (Infrastructure Connectivity) carries the oldest operations, with an average age of 3.5 years. Within this pillar, Energy operations are the longest running at 4.1 years, followed closely by Water at 4.0 years, while Multisector operations average 3.1 years and ICT & Communications 2.9 years. Transport, despite holding the largest share of the portfolio's resources, comprises the youngest operations under the pillar at an average of just 2.2 years. This young age of operations within the scope of the SA-RISP helps to explain the low disbursement rate.

Pillar II (Market Integration and Industrialization) has a younger portfolio overall, averaging 2.5 years. Its oldest operations are in Market Integration (3.3 years) and Agriculture (3.2 years), the latter's maturity being consistent with its near-complete disbursement, while Finance averages 2.4 years, Industrialisation 2.3 years, and both Multisector and Environment and Climate Change are the youngest at 2.2 and 2.1 years respectively. The Crosscutting priority area falls between the two pillars with an average age of 2.7 years, comprising the Institutional and Capacity-Strengthening/Capacity-Building Technical Assistance operations at 3.5 years and the more recent Gender Equity operations at 2.3 years. Table 5 provides the average durations of operations within the scope of the SA-RISP pillar and sector.

Table 5: Average duration of regional integration projects by Pillar and Priority Area, Sector and linkage to the SA-RISP

Pillar/Priority Area and Sectors	Average of Age (Years)
Pillar I: Infrastructure Connectivity	**3.5**
Energy	4.1
I&CS CB TA	-
ICT & COMMs	2.9
Multisector	3.1
Transport	2.2
Water	4.0
Pillar II: Market Integration and Industrialization	**2.5**
Agriculture	3.2
Envr and CC	2.1
Finance	2.4
Industrialisation	2.3
Market Integration	3.3
Multisector	2.2
Crosscutting	**2.7**
Gender Equity	2.3
I&CS CB TA	3.5
Grand Total	**2.8**

Source: AfDB SAP Data, December 2025

The Portfolio review also reveals a major challenge in the form of very few completed projects, as only 2 of the 75 operations within the scope of the SA-RISP have been closed or completed, as already

alluded to under section 4.4 above. Therefore, there is generally a major gap with regards to Project Completion Reports (PCRs) and PCR Evaluation Notes (PCRENs).

This entails that the evaluation is generally limited in terms of obtaining substantive evidence on the achievement of results to effectively assess the effectiveness, impact and to some extent, the sustainability criteria. The methodology section below acknowledges these challenges and outlines measures to mitigate the effects of these challenges while noting the limitations.

4.6 Major Stakeholders for the Financing and Implementation of the SA-RISP 2020–2026

The SA-RISP portfolio draws on a range of financing windows whose composition varies notably across the pillars as shown in Table 6 below. Pillar I (Infrastructure Connectivity), valued at UA 527.1 million, is financed predominantly through the Bank Group's two main windows: the African Development Fund is the largest source at UA 246.7 million (46.8%), followed closely by the African Development Bank window at UA 209.8 million (39.8%). The remaining share is drawn from smaller facilities, notably the EU Africa Investment Platform (UA 37.7 million, 7.1%), OPEC Fund resources (UA 22.0 million, 4.2%), NEPAD/IPPF (UA 5.5 million, 1.0%), the Transition Support Facility (UA 4.9 million, 0.9%), and the Middle-Income Countries Fund (UA 0.5 million, 0.1%).

Pillar II (Market Integration and Industrialization), the largest pillar at UA 1.13 billion, is overwhelmingly financed by the African Development Bank window, which accounts for UA 1.06 billion or 93.9 percent of the pillar's resources, reflecting the predominance of sovereign and non-sovereign ADB lending in areas such as finance. The African Development Fund contributes a modest UA 44.8 million (4.0%), complemented by the Africa Growing Together Fund (UA 22.0 million, 2.0%) and small allocations from the Africa Digital Financial Inclusion Facility and the Fund for African Private Sector Assistance (UA 0.7 million or 0.1% each). By contrast, the Crosscutting priority area, at UA 8.5 million, relies mainly on the African Development Fund (UA 6.5 million, 76.5%), with the balance provided by the Transition Support Facility (UA 2.0 million, 23.5%).

Table 6: Major Financing Windows for Operations by Pillar/Priority Area

Pillar/Priority Area	Amount (UA)	Percentage
Pillar I: Infrastructure Connectivity	**527,116,727.9**	100.0%
African Development Bank	209,776,398.9	39.8%
African Development Fund	246,714,000.0	46.8%
EU Africa Investment Plat	37,675,385.1	7.1%
Middle Inc Countries Fund	500,000.0	0.1%
NEPAD/IPPF	5,513,099.7	1.0%
OPEC-Org of Pet Exp Cntrs	21,997,844.2	4.2%
Transition Support Facil	4,940,000.0	0.9%
Pillar II: Market Integration and Industrialization	**1,127,393,733.9**	100.0%
AFRICA DIGITAL FINAN INC	733,261.5	0.1%
AfricaGrowingTogetherFund (AGTF)	21,997,844.2	2.0%
African Development Bank	1,059,119,366.8	93.9%
African Development Fund	44,810,000.0	4.0%
Fnd for Afr Priv Sec Asst (FAPA)	733,261.5	0.1%
Crosscutting	**8,500,000.0**	100.0%
African Development Fund	6,500,000.0	76.5%
Transition Support Facility (TSF)	2,000,000.0	23.5%
Grand Total	**1,663,010,461.8**	

Source: AfDB SAP List of Loans Data, December 2025

Overall, the data in Table 6 above points to limited access to ADF resources which only accounted for 17.9 percent of available funds through various windows. There is also no evidence that any of the 75 operations within the scope of the SA-RISP are funded through the ADF Regional Operations (RO) Window while there is only one (1) operation within the scope of the SA-RISP that is funded through the ADF Regional Public Goods (RPG) window, the P-Z1-AAF-015 - Programme for Improving Fisheries

Governance and Blue Economy Trade Corridors in SADC Region (Profishblue). Some operations are funded through these windows but are not within the scope of the SA-RISP. For example, the P-Z1-K00-091 - Programme post cyclone Idai and Kenneth emergency recovery and resilience programme for Mozambique, Malawi and Zimbabwe – (PCIREP) is the only operation explicitly funded through blended ADF instruments that include ADF, TSF and RO and the P-Z1-KE0-002 - Support to Programme for Infrastructure Development in Africa (PIDA) Implementation 2021-2030.

The review of the portfolio data has also been utilised to identify key implementing partners of the SA-RISP. The analysis is based on projects that are within the scope of the SA-RISP 2020 – 2026 and key implementation partners are as provided in Table 7 below. Through the SA-RISP, the Bank's support has enhanced the support of at least 16 regional organisations, with key ones being SADC, COMESA, AUDA-NEPAD, and Lobito Corridor Consortium. The implementing partner with the highest number of operations is the Southern Africa Power Pool (SAPP), which has 12 operations and is a subsidiary organisation of SADC, like the Zambezi Watercourse Commission (ZAMCOM) and the SADC - Regional Electricity Regulators Association of Southern Africa.

Table 7: Key Regional Implementing Partners of the SA-RISP 2020

Implementing Partner	Operations
Southern Africa Power Pool (SAPP)	12
SADC	9
COMESA	5
AUDA-NEPAD	3
Lobito Corridor Consortium	2
ACBF	1
AFCAC/SADC	1
AFRICA FINANCE CORPORATION	1
African Organization of English-speaking Supreme Audit Institutions (AFROSAI-E)	1
African Tax Administration Forum ATAF/ CABRI	1
Arise Integrated Industrial Platforms (Arise IIP)	1
Lobito Corridor Development Company	1
Pembani Remgro	1
Regional Electricity Regulators Association of Southern Africa (RERA) - SADC	1
Songwe River Basin Commission	1
ZAMCOM Executing Agency	1

Source: AfDB SAP Data, December 2025

5 Evaluation Approach and Methodology

5.1 Approach

The evaluation follows a *theory- and evidence-based approach* to assess what works, what does not, and under which conditions, so that lessons can be drawn and applied to inform the design and implementation of the next SA-RISP. The analysis of effectiveness follows the framework set out in the *reconstructed Theory of Change* (see section 3) and builds on a 'Contribution Analysis' approach to progressively build a credible narrative of the causal pathways linking the SA-RISP to observed outcomes while also accounting for key contextual factors.

Data collection and analysis is guided by an *Evaluation matrix*, which consists of six Evaluation Questions (EQ) and related sub-questions and indicators (see Table 8 below and Annex I). The evaluation includes the use of a *mix of tools and methods*, relying on both primary and secondary data sources, and quantitative and qualitative data to ensure robust evidence and validity of findings. To provide a judgement on the overall strategy, evidence will be analysed and consolidated using the *two-pillar structure* of the SA-RISP strategy: i) Pillar I (infrastructure connectivity); and Pillar II (market integration and industrialisation).

Table 8: Overview of the Evaluation Matrix

Evaluation Question (main evaluation criteria)	***Sub-evaluation questions***
EQ1: To what extent has the SA-RISP 2020-2026 been an appropriate framework for advancing the Bank's agenda on regional integration in Southern Africa? (**Relevance**)	1.1 To what extent has the SA-RISP been focused on the most crucial shared structural challenges faced by the countries of the region, i.e. challenges that cannot be solved by countries acting alone?
	1.2 To what extent has SA-RISP's implementation led to a portfolio that is likely to contribute to the realisation of the objectives of the strategy?
	1.3 To what extent has the SA-RISP been responsive to major changing circumstances in the region?
EQ2: How well does SA-RISP fit and align with the regional integration strategies of multilateral, regional development and economic groupings and other DPs in Southern Africa? (**Coherence**)	2.1 To what extent has the SA-RISP fostered internal linkages, incl. between the SA-RISP components and operations (lending and non-lending) and CSPs of the Bank in the region?
	2.2 To what extent has the SA-RISP been aligned with the development strategies of Regional Economic Communities (RECs) and coherent with the regional integration strategies of other multilateral institutions and DPs?
EQ3: To what extent have SA-RISP projects been delivered in Southern Africa in an economic and timely way? (**Efficiency**)	3.1 How appropriate was the AfDB institutional set-up to manage (i.e. guide/facilitate/monitor/learn from) SA-RISP Strategy implementation - appropriateness of operational policies and procedures, including project monitoring?
	3.2 To what extent have operations been implemented in a timely and cost-efficient manner?
EQ4: How well has the SA-RISP achieved, or is expected/likely to achieve, its regional integration objectives, and development goals in Southern Africa? (**Effectiveness** and (likely) **Impact**)	4.1 To what extent have the expected results related to SA-RISP Pillar I (infrastructure connectivity) been achieved and are likely to contribute to long-term development effects? What have been the enabling and inhibiting factors, as well as operational, institutional, and policy factors, including cross-cutting issues such as gender, climate, and fragility, that have accelerated or impeded results?
	4.2 To what extent have the expected results related to SA-RISP Pillar II (market integration and industrialisation) been achieved and are likely to contribute to long-term development effects?
	4.3 To what extent has the SA-RISP strengthened AfDB's role as a convening and financing partner, helping regional economic communities and member states to translate policy commitments into enhanced regional infrastructure, market integration and industrialisation?
EQ5: To what extent are SA-RISP projects still in operation and likely to continue to deliver positive economic, environmental and social benefits beyond completion and Bank involvement? (**Sustainability**)	5.1 To what extent are Pillar I (infrastructure connectivity) and Pillar II (market integration and industrialisation) projects likely to continue to deliver positive economic, environmental and social benefits in Southern Africa?
EQ6: What main lessons can be drawn from the implementation of the SA-RISP 2020-2026? (**Learning**)	6.1 What are the main lessons at both strategy and operational level?

During the inception phase, the team carried out a *general documentary review* and a detailed *portfolio analysis* to structure the evaluation. This allowed the team to obtain a detailed understanding of: i) the main features of the SA-RISP strategy; ii) the breadth and composition of AfDB's support delivered under the SA-RISP so far; and iii) the main evolution in the context since the design of the SA-RISP.

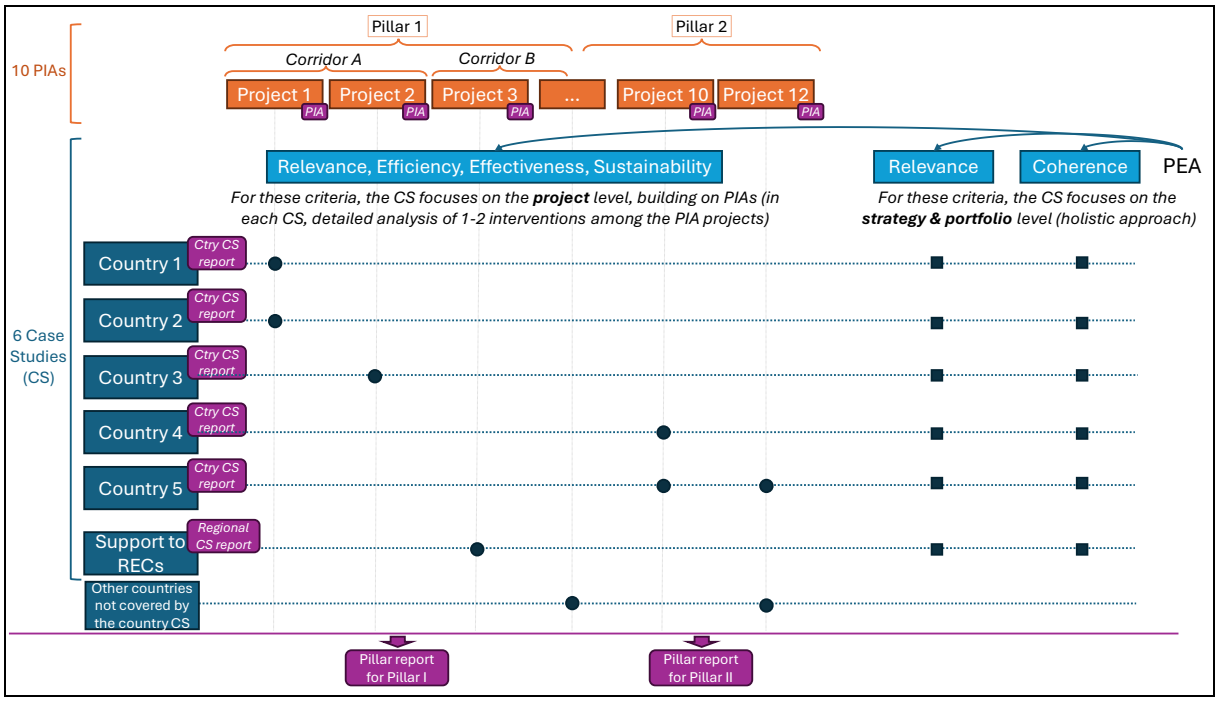
In the next stages, the evaluation process will follow a structured approach, relying on *four mutually reinforcing work packages (WPs):*

- The Portfolio Review (WP1)
- Benchmarking Study (WP2), and
- Project Implementation Assessments – PIAs (WP3),
- Regional/Country Case Studies (WP4).

As summarised in the diagram below, the PIAs will emphasise the analysis of efficiency, effectiveness, and sustainability at the project level. While building on the PIAs for the analysis of efficiency,

effectiveness and sustainability, the case studies will adopt a holistic approach to examine the operationalisation of the SA-RISP in a given context, integrating a Political Economy Analysis (PEA) and analysing more broadly the relevance and the coherence of the strategy in this context.

Figure 7: Focus of the PIAs and Case studies, and linkages between the two components



6 Methodology

6.1.1 Details on the main work packages

6.1.1.1 Portfolio Review

The portfolio review commenced with the portfolio verification mission which was undertaken in 2025. This mission was aimed at reviewing operations listed in the MTR which was undertaken in 2023 to identify which operations fitted into the scope of the RISP or otherwise as outlined under section 4.1 above. The initial portfolio review has generated useful information on the size and nature of the portfolio, key stakeholders, and the status of the Bank's support to regional integration in Southern Africa, among others.

The detailed portfolio review currently underway will, in addition to information already provided in the inception report, generate evidence especially under the evaluation criteria of relevance, coherence, and efficiency, and to some extent under effectiveness on the quality assessments related to integration of crosscutting themes. This evidence will enable triangulation of evidence generated from other building blocks outlined in other work packages below.

6.1.1.2 Benchmarking Study (WP2)

The Benchmarking Study will provide a *comparative review* of the SA-RISP against the regional integration strategies adopted by the Bank in two other regions. Its primary aim is to examine how the operationalisation of the RISP frameworks, including in terms of instrument mixes, varies across regions. Rather than assessing performance outcomes, the focus will be on strategic fit, internal coherence, and innovation in the design and deployment of RISPs.

The study will draw on the analysis carried out in the ongoing Evaluation of the AfDB Regional Integration Strategic Framework (RISF) 2018-2025 as well as other Bank documents, relevant evaluations, and interviews with Bank staff involved in RISP design and implementation. Special attention will be given to differences in the strategic orientation, selection of projects for the IOP, internal institutional arrangements, the use of sovereign and non-sovereign instruments, the role of Regional Economic Communities (RECs), and the degree of operationalisation of cross-cutting themes, in particular gender equality, youth, climate resilience and fragility. Findings will inform reflections on how

the SA-RISP compares within the broader family of RISPs and will contribute to recommendations on future strategic positioning and design improvements.

We suggest selecting as comparators the following *two RISPs*: i) the East Africa Regional Integration Strategy Paper (EA-RISP) for 2023-2027 (incl. the integration of lessons from the 2018-2022 EA-RISP), and ii) the Regional Integration Strategy for North Africa (RISP-NA) 2020-2026. These two RISPs fulfil the following criteria:

- *Opportunities for learning, including to identify common enablers and barriers*: the RISP-NA covers a similar timeframe as the SA-RISP and puts a strong emphasis on regional infrastructure connectivity; the EA-RISP emphasises regional value chains and covers economies with similar features as the RMCs covered by the SA-RISP. In addition, East Africa represents one of Africa's most integrated regions, primarily due to effective frameworks implemented by the EAC, making it ideal for studying successful enablers of regional integration.
- *Access to data*: the RISP-NA has recently undergone a mid-term evaluation; the EA-RISP has been selected as a regional case study in the ongoing Evaluation of the AfDB RISF 2018-2025. These two studies will allow the team to swiftly identify preliminary findings that could then be further confirmed and developed through additional consultations and documentary review.

A detailed comparative analysis with the *approaches taken by other international actors* in Africa or in other regions is not feasible within the context of this evaluation. However, the team will still review relevant studies/evaluations produced by other international actors[30] to highlight strategic lessons for future Bank support to regional integration in the Southern Africa region.

6.1.1.3 Project Implementation Assessments (WP3)

This component will assess the Bank's initiatives and engagements under the SA-RISP through a detailed documentary review of a *sample of up to 12 projects*. The Project Implementation Assessments (PIAs) will focus on: i) analysing results achieved or likely to be achieved, including their sustainability (or likelihood of); and ii) identifying the main barriers to progress in implementation.

To identify the most relevant interventions for in-depth analysis in this evaluation, we propose a *purposive sampling strategy* to ensure diversity in terms of:

- *Pillar* and *sectoral coverage*;
- *Geographical distribution* and *focus on key regional groupings* (COMESA, SADC, AU-AfCFTA);
- *Type of support*, including *instruments/financing mechanisms* used by the Bank;
- *Mix of national and multi-country interventions*.

Additional criteria to ensure that the sample is broadly representative and useful for the analysis include: i) *high learning potential* cases (incl. success stories and failed projects); and ii) *availability of data*. Moreover, priority has been given to projects that are ongoing and approved in the first half of the period under review to ensure *sufficient time for implementation and emerging results*.

The table below presents the suggested sample and how the PIAs will feed into the case studies (see section 6.1.1.4).

[30] For instance, the 2019 Evaluation of World Bank Group Support to Fostering Regional Integration, and the 2021 Evaluation of ADB Support for the Greater Mekong Subregion Program.

Table 9: Sample of projects for the PIAs

Nr	Project code (Approval Y)	Title	Sector	Programming/ Status	Type/ Instrument	Geographical focus	Project cost (Source); Disburs. rate	Project End Year
Pillar 1: Infrastructure Connectivity								
1	P-NA-DZ0-002 (2023)	Transport Infrastructure Improvement Project – Phase II	Transport	Initial IOP (Ongoing)	IP	Regio. SADC, Focus on NAM*	150.2 mUA (ADB, other); 1%	2028
2	P-Z1-DB0-242 (2021)	Madagascar - Corridor De Beira: Project D'Amenegement De Corridor	Transport	Unprogrammed (Ongoing)	IP	Regio. SADC, Focus on MDG*	125.0 mUA (ADF, other); 20%	2026
3	Z1-DB0-253 (2022)	Malawi - SADC Sub-Regional Transport and Trade Facilitation Project	Transport	Unprogrammed (Ongoing)	IP	Regio. SADC, Focus on MOZ*	48.18 mUA(ADF, Other) 29%	2028
4	P-Z1-DB0-271 (2022)	SADC sub-regio. Transport and Trade Facilitation Project (MOZ-MWI) - MOZ	Transport	Unprogrammed (Ongoing)	IP	Regio. SADC, Focus on MOZ*	52.5 mUA (ADF, other); 30%	2028
5	P-Z1-FAD-021 (2020)	Angola Namibia Power Transmission (ANNA) (P-Z1-F00-113) (Baynes Hydropower 400KV Transm. Line	Energy	Initial IOP (Ongoing)	IS	AGO, NAM*	1.150 mUA (other - NEPAD IPPF); 29%	2026
6	P-Z1-FA0-186 (2021)	Regional Harmonisation of Electricity Sector Regulation Framework	Energy	Unprogrammed (Ongoing)	IS	Regio. COMESA (incl. MDG*)	1.1 mUA (ADF); 100%	2025
7	P-Z1-FA0-181 (2021)	SADC/ RERA Regional Harmonisation and Monitoring	Energy	Initial IOP (Ongoing)	IS	Regio. SADC (incl. LSO*, MDG*, MOZ*, NAM*, ZAF*)	0.714 mUA (ADF); 23%	2025
Pillar 2: Market Integration and Industrialisation								
8	P-Z1-C00-095 (2022)	PIDACC Zambezi - Mozambique (Programme for Integrated Development and Adaptation to CC in Zambezi River Basin)	Environment & Climate Change	Revised IOP (Ongoing)	IP	MOZ*	2.16 mUA (ADF, other); 21%	2028
9	P-Z1-BB0-008 (2022)	Support Towards the Regional Pharmaceutical Sector Development (COMESA)	Industrialisation	Unprogrammed (Ongoing)	IP	Regio. COMESA (incl. MDG*)	5.0 mUA (ADF grant); 26%	2027
10	P-Z1-KE0-033 (2023)	Pembani Remgro Infrastructure Fund II (PRIF II)	Finance	Revised IOP (ongoing)	Equity	Multinational (Continental incl. Southern Africa)	15.2 mUA (ADB); 0%	2033
11	P-Z1-K00-127 (2023)	SADC Trade and Transit Facilitation Project	Market Integration	Initial IOP (Ongoing)	IP	Regio. SADC (incl. LSO*, MDG*, MOZ*, NAM*, ZAF*)	4.5 mUA (ADF); 11%	2016
12	P-Z1-KF0-067 (2021)	Macroeconomic Convergence and Capital Market Integration (SADC Macroec. Stability and Financial Integration Project)	Market Integration	Initial IOP (Ongoing)	IS	Regio. SADC (incl. LSO*, MDG*, MOZ*, NAM*, ZAF*)	5.0 mUA (ADF, others); 45%	2025

Note: *The column "Geographical focus" shows which projects cover countries that have been selected as Country Case studies (marked with a *).*

6.1.1.4 Country Case Studies (WP4a)

The team will conduct *five country case studies* to allow for an in-depth analysis of Bank's initiatives and engagements in a given country context. The case study will cover *three levels*:

- establishing an overall ('helicopter') view on how the SA-RISP has been operationalised in each case study country, taking into account interactions and potential synergies among Bank's interventions and between these interventions and the actions of other key stakeholders, and has been responsive to the country context;
- performing an in-depth assessment of the (likely) contributions to results, including the identification of the main influencing factors/drivers of success, building on the PIAs (see section 0) and a detailed analysis of 1-2 individual projects to be selected among the PIA projects covering this country; and
- highlighting good practices and broader lessons for future Bank support to regional integration by learning from projects that may have been approved before the SA-RISP but implementation continued into the SA-RISP timeline and can offer valuable lessons given that most of the operations within the scope of the SA-RISP are either ongoing or in the development stages if not on the reserve list or abandoned.

We will select country cases, adopting a *sampling strategy* that is aimed at identifying a diversity of cases reflecting the 13 countries covered by the SA-RISP as well as high 'potential for learning' cases. The main criteria used for the sampling are summarised in the table below.

Table 10: Criteria for the sample of country case studies

Dimension	Criteria
SA RISP portfolio	• *Number of operations*: to ensure coverage of the breadth of interventions implemented. • *Financial volumes*: this criterion relates to the amount of AfDB financial allocations linked to the SA-RISP (incl. its relative share in the AfDB portfolio in the country), as well as the country's overall share in the total AfDB SA-RISP portfolio. The idea is to ensure that a substantial part of the SA-RISP portfolio is covered in the final analysis. • *Representation of sectors/pillars*: to ensure coverage of both Pillar 1 (infrastructure connectivity) and Pillar 2 (market integration/industrialisation). • *Flagship regional integration initiatives*: select countries where AfDB has provided significant support to major regional initiatives (e.g. development of transport or energy corridors). • *Project maturity and results visibility*: selecting countries where projects have advanced enough to demonstrate emerging effects. • *Portfolio performance:* selecting countries where projects have worked well and those where results have been weaker, in order to draw balanced lessons from both successes and failures.
Regional member country context	• *Income level*: to ensure diversity across high, middle, and low-income countries based on the Bank's classification of its Regional Member Countries (RMCs), including representation of RMCs in different AfDB classifications (ADB, Blend, and ADF, as well as transitional and fragile states. • *Geographic characteristics*: to ensure diversity across landlocked, coastal, or small island states. • *Political economy dynamics*: to capture how national context influences or is influenced by regional integration and Bank engagement. • *Challenges/opportunities*: to capture different contexts to illustrate varied challenges and opportunities across the region (e.g. vulnerability to climate change/natural disasters).
Other	• *Potential vs. performance:* – identifying countries underperforming relative to their potential, where Bank support could be impactful. • Economic status or level of development of the countries as classified by the Bank and World Bank • Geographical characteristics (Landlocked, with sea or ocean access, and island states)

We suggest focusing on the five cases presented in the table below.

Table 11: Sample of countries for the case studies

Country	Rationale for Selection	Other Context Features	SA-RISP Portfolio[31]
1. Botswana	• Landlocked country with access to transport corridors (North-South Corridor & Trans Kalahari Corridor) • Including an upper-middle income country • 2 completed AfDB transport projects (without RISP scope, total value: 55 mUA) • Low corruption levels allow to observe a rule-based setting • SADC´s HQ is located in Gaborone	• Landlocked country • Income status: *Upper-middle* • Population: 3 million • English-speaking *Specific feature:* • SADC HQ (Gaborone)	• Total SA-RISP portfolio: - • Main pillar: - Pillar I and Pillar II • Main sector(s): - Transport, Water and Trade Facilitation • Nr of projects explicitly covering the country: 1 • Largest project: Botswana/Zambia Kazungula Bridge Project[32]
2. Mozambique	• Strategic role in multiple transport corridors (Nacala, Beira, Maputo) and as an Energy hub; Ports' key role in regional trade facilitation • Vulnerability to natural disaster and climate change • High poverty rate allows to analyse likely effects of regional integration in relation to poverty reduction • Conflict in northern province, nationwide tensions, forced displacements allow to observe how conflict situations affect regional trade and integration (and potentially vice versa) • Strong regional integration with the region´s 2nd highest ARII score • Allows to assess specific challenges of a Portuguese-speaking country	• Coastal country • Income status: *Low* • Population: 34 million • Portuguese-speaking	• Total SA-RISP portfolio: 146 mUA • Main pillar: Pillar 1 • Main sector(s): Transport • Nr of projects explicitly covering the country: 9 • Largest project: Upgrading of MuedaNegomano Phase II (Approved as part of other project)
3. Namibia[33]	• Large AfDB portfolio (both total and SA-RISP) • Strong and further increasing reliance on trade (>100% of GDP) make a strong case for the importance of regional integration • Country with high trade and inequalities allow to observe how regional integration affects inequality • Strong potential for energy and transport projects (corridors); Ports' (incl. Walvis Bay) key role in Southern African trade facilitation	• Coastal country • Income status: *Lower-middle* • Population: 3 million • English-speaking *Specific feature:* • SACU HQ (Windhoek)	• Total SA-RISP portfolio: 327 mUA • Main pillar: Pillar 1 • Main sector(s): Transport, Energy • Nr of projects explicitly covering the country: 3 • Largest project: Transport Infrastructure Improvement Project – Phase II (ongoing)
4. South Africa	• Economic powerhouse: largest economy of the region • Strong regional integration (highest ARII score); allows for a contrast to countries with low ARII • Central role in all regional integration • Allows to observe how regional integration affects a country with high inequality • Ports' key role in Southern African trade facilitation • Aging infrastr. / Unreliable energy infrastr. with systemic challenges to regional integration	• Coastal country • Income status: *Upper-middle* • Population: 64 million • English-speaking *Specific feature:* • AfDB regional office (Pretoria)	• Total SA-RISP portfolio: 14 mUA • Main pillar: Pillar 2 • Main sector(s): Finance • Nr of projects explicitly covering the country: 3 • Largest project: Standard Bank SA Limited Risk Participation Agreement (Abandoned)

[31] SA-RISP portfolio information focuses on all projects on the country level (incl. multinational projects), excluding regional or continental projects with no specific country focus.
[32] The Botswana Zambia Kazungula Bridge projects was approved in 2011, before the 2020-2026 SA-RISP but its implementation continued up to 2023. The effects however are being increasing experienced now that the utilisation of the bridge and its associated trade facilitation infrastructure have increased.
[33] The Mission to Namibia was not approved by the Government which requested that the mission be undertaken in February 2026 which was late according to the evaluation timeline and the mission was latter cancelled.

Country	Rationale for Selection	Other Context Features	SA-RISP Portfolio[31]
	• Reserve Bank's key role in Common Monetary Area		
5. Zambia	• Landlocked country facing specific challenges regarding regional integration • Location in a strategic position on various transport corridors (Nacala, North South, Dar es Salaam) connecting to different ports (allow analysing transport corridor diversification) • Average performer in regional integration despite connecting to multiple transport corridors • Member of both SADC and COMESA • Many projects of the SA-RISP portfolio cover the country explicitly	• Landlocked country • Income status: Low • Population: 21 million • English speaking *Specific feature:* • COMESA HQ (Lusaka)	• Total SA-RISP portfolio: 524 mUA • Main pillar: Pillar 1 • Main sector(s): Transport, Energy • Nr of projects explicitly covering the country: 8 • Largest project: North - South Corridor Transport Improvement Project (Abandoned)
6. Madagascar[34]	• Geographic isolation as an island state (specific challenges and opportunities); Largest of the island nations in both size of the economy and total population • Vulnerability to natural disaster and climate change • Low regional integration, low trade, and low quality of trade infrastructure;[35] potentially shows structural barriers of regional integration • High poverty allows to observe inclusivity of regional integration • Including an IOC member state; Madagascar assumed the SADC Chair in August 2025 • Would allow to assess specific challenges of a French-speaking country	• Island state • Income status: *Low* • Population: 31 million • French speaking	• Total SA-RISP portfolio: 134 mUA • Main pillar: Pillar 1 • Main sector(s): Transport • Nr of projects explicitly covering the country: 3 • Largest project: Corridor De Beira: Project D'Amenegement De Corridor (ongoing)

[34] Due to the security situation in Madagascar, the country case study was undertaken virtually.
[35] Lowest logistics performance index (Quality of trade and transport-related infrastructure) of the region

In two to three of the five country case studies, the team will carry out a *Political Economy Analysis (PEA)* to offer a more detailed understanding of *'why things are the way they are*' for those operations, taking into account contextual factors, including the interests of the main stakeholders and power dynamics between key actors. Annex IV (country case study template) and Annex V (Generic PEA factors potentially affecting AfDB projects) describe the scope of the PEAs. PEAs will be focused on political economy issues that have influenced the implementation of RISP projects selected for PIAs. The exact number of country cases in which the team will apply a PEA will be determined by the final country sample and by a preliminary assessment of how relevant PEA factors are in explaining regional integration dynamics, as well as the added value of using PEA to understand successes and failures in support for regional integration. The cases where PEA will add most value are where there is no straightforward explanation for observed outcomes.

Conducting a PEA implies systematising existing information from multiple sources - through documents and interviews - to understand what blocks or drives different outcomes, implementation or project processes. The approach that we will use applies *five 'lenses'* to systematise information between:

- *Structural factors* - which are those geographical, historical, and economic factors that are unchanging, or change only very slowly, including the location of economies as landlocked or coastal etc and thus their underlying need for integration, for example.
- *Institutional factors* - which are the 'rules of the game' that shape behaviour, including formal rules, regulations, strategies and policies, and informal interests and relations. Often the focus of projects such as those of the AfDB is on the formal institutions, while ignoring the important role that relations, connections, kinships can play in shaping how different actors behave and thus implement or react to projects.
- *Actors* - are then the different key individuals or groups that have a common interest in supporting or blocking the reform or project of interest. Some actors have an interest but no power, others a lot of power but seek to block. This lens then seeks to map out which stakeholders want what and why in relation to the AfDB project. This lens also captures information on aspects such as the overall level of political interest and support for regional integration initiatives as drivers or blockers to AfDB project implementation.
- *Sectors* - within a policy area of a project, the actors and factors can have slightly different interests or incentives according to the nature of the topic, for example road maintenance is subject to different incentives to road construction, though the whole may be subject to the same structural and institutional factors.
- *External* - all of the above can be subject to wider exogenous factors that sway the overall context - health emergencies, climate change effects or wars being clear examples.

The PEA process for this evaluation will entail applying the above lenses to the 1-2 individual projects selected for in-depth analysis to help explain how and why the results turned out as they did. The purpose is to learn lessons about what actors and factors, beyond the scope of the specific project, shape outcomes and why. Therefore, it is crucial not only to look at the factors that underpinned successful interventions, but also to assess why certain interventions fell short, or are likely to fall short, of expectations. Based on this, recommendations can be made as to how future projects should: i) take account of political economy dynamics but also ii) alter, avoid, adapt to, or await favourable incentives to be in place, or indeed to abandon certain ambitions where conditions do not align. See in Annex V, a list of generic PEA factors that may affect RISP projects.

6.1.1.5 Regional Case Study (WP3b)

The team will conduct a regional case study to allow for an in-depth analysis of the Bank's initiatives at the Regional Economic Community (REC) level. As for the country case study, the regional case study will cover *three levels*: i) relevance of the Bank's support to the REC's and RMC's regional integration priorities and needs, ii) coherence of the SA-RISP portfolio of interventions targeting the REC; iii) identifying main factors influencing effectiveness, building on the PIAs and a detailed analysis of 2-3 AfDB individual projects supporting the REC; iv) achievement of intended results and contribution to achievement of regional integration objectives, and v) good practices and broader lessons for future Bank support to regional integration.

Given that up to 50% of the regional integration portfolio is implemented by SADC or guided by its treaties, protocols and strategies, the regional case study will focus on *SADC*. Efforts will be made to assess the linkages with COMESA within the Tripartite Free Trade Area Agreement, especially on complementary or overlapping support within the Southern Africa region.

6.1.2 Assessment of cross-cutting themes

Cross-cutting themes, in particular gender equality, climate change, fragility, and youth inclusion, will be integrated across all components of the evaluation and, in particular, as key parts of the country case studies (CCS) and project impact assessments (PIAs). The evaluation matrix also integrates specific indicators on these different cross-cutting themes. The coherence of the implementation of the RISP and the interventions it has supported will be judged against the key crosscutting strategies that the Bank has adopted, especially:

- Gender Strategy (GS) 2021 – 2025[36]**.** The GS has three pillars: P 1- Empowering women through access to finance and markets. P 2- Accelerating employability and job creation for women through skills enhancement and P 3- Increasing women's access to social services through infrastructure. It notes[37] that 'The Bank has equally made notable progress in the quality and quantity of integration of gender in Country Strategy Papers (CSPs) and Regional Strategy Papers (RISPs), CSP and RISP dialogue and the project cycle.' Annex 4 of the GS refers to the use of a three-point Gender Marker System in projects. The CCSs and PIAs will examine how gender issues have been addressed in country strategies and intervention designs.
- Climate Change and Green Growth[38]. The CCGG has four strategic pillars: P 1 -Adaptation, P 2 Mitigation, P 3 Climate finance, and P 4 Enabling environment. As part of the CCSs and PIAs there will be an assessment of how CCGG principles and objectives have been taken into account in the design and implementation of country strategies and the selected interventions, as well as the level of the overall RISP.
- Fragility[39] The Fragility strategy has three mutually reinforcing priorities: 1 Strengthening institutional capacity; 2 Building resilient societies; and 3 Catalysing private investment. It is noted that three of the proposed five countries for case studies (Madagascar, Mozambique and Zambia) have relatively high fragility indexes[40] and that fragility will be a particular area of focus in the evaluation of these three CCSs, as well as in the other two (Namibia and South Africa).
- Youth employment[41] The strategy has identified three intervention areas to address youth unemployment: 1 Integration; 2 Innovation; and 3 Investment. Coherence with the Youth Strategy in the design and implementation of country strategies and the selected interventions, as well as the level of the overall RISP, will be assessed.

The evaluation team will develop theme-specific checklists to ensure that each work package (e.g. PIAs, case studies) systematically captures relevant evidence aligned with AfDB frameworks and global commitments. This will include integrating the four crosscutting issues into individual RISP project designs, implementation, and outcomes. It will be complemented by a review of logframes, M&E systems, and outcome data to assess the progress to deliver cross-cutting development objectives for the 12 PIA projects.

6.1.3 Synthesis, incl. preparation of Technical and Summary Evaluation Reports

The team will consolidate the findings from the PIA and the Regional/Country Case studies for each pillar into *Two Pillar reports*. During the reporting phase, the team will then draft a *Technical Report* that will consolidate all evaluation findings and insights from all preceding evaluation outputs, including the Benchmarking Study, the general documentary review and additional consultations carried out. The information will be synthesised into a coherent and evidence-based narrative that meets the learning and accountability objectives of the evaluation. The report will respond directly to the EQs defined in the evaluation matrix for future Bank support to regional integration in the Southern Africa region. This phase will take place between January 2026 and March 2026, following the completion of data collection and preliminary analysis.

A zero draft will be shared with IDEV for initial review to ensure a participatory process. A remote *meeting* will then be organised with the ERG, and IDEV management to present and discuss the preliminary findings and lessons. Comments received will be systematically reviewed and used to finalise the report.

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[36] The African Development Bank Group Gender Strategy 2021 – 2025: Investing in Africa's women to accelerate inclusive growth
[37] Section 2.1.5
[38] Climate Change and Green Growth Strategic Framework (2021-2030)
[39] Bank Group's Strategy for Addressing Fragility and Building Resilience in Africa - (2022-2026) - Transition States Coordination Office (RDTS), March 2022
[40] https://www.theglobaleconomy.com/rankings/fragile_state_index/Africa/
[41] Jobs for Youth in Africa Strategy (2016-2025)

The *Summary Report*, prepared by IDEV, will be a concise and accessible version of the technical report, suitable for high-level dissemination. It will cover the evaluation questions – including highlighting where evidence is insufficient to provide an answer. However, more attention will be given to issues where both evidence and importance are considered high. The principal role of the summary report is to communicate the most important messages to key stakeholders, on the basis of solid evidence and accompanied with clear and actionable recommendations. It must therefore tell a story or highlight selected themes. The EQs will be the starting point to structure the report, though the final report may not adhere to that structure fully. The consultative validation phase will play a central role in prioritising which issues the report should elaborate upon and what kind of recommendations are required.

6.2 Limitations, Challenges and Mitigation Measures

This evaluation involves a series of risks and challenges, of which the main ones identified at this stage are outlined below, together with the ways in which we intend to address them.

Table 12: Main challenges and mitigation measures

Challenge	Mitigation measures
Given the tight timeframe, delays might affect the utility of the evaluation	• Frequent and regular progress/monitoring meetings between the team and IDEV to ensure that any issues or delays are discussed, and responses implemented in a timely manner. • Frontload tasks that can be carried out earlier in the process.
Limited availability of stakeholders for consultations affecting the quality of evidence collected	• Carry out a detailed stakeholder mapping to identify most critical stakeholders to engage in the evaluation. • Ensure early engagement of stakeholders. • Implement robust triangulation. • Make clear requests for data tailored to the type of actors being engaged.
Evolving context and limited institutional memory in some organisations might affect the quality of evidence and create difficulties to analyse contribution to changes	• Apply a structured analytical framework and highlight in a clear way the main changes that occurred in the strategy during the period under review. • Track key interlocutors from the early years and exploit useful information from previous studies/evaluations.
Limited progress in implementation and long project cycle of infrastructure projects might affect analysis of medium- and long-term effects	• Ensure the sample for detailed review includes projects in an advanced stage of implementation. • Focus the assessment on identifying factors of success and failure, and on the 'likely' contribution of ongoing projects to medium- and long-term outcomes.
Limited implementation progress of most projects which also entails the lack of Project Completion Reports (PCRs) and Project Completion Evaluation Notes (PCRENs) will limit the extent to which results at various levels can be assessed as well as attribution of results, including the extent to which judgement can be made especially for effectiveness and impact criteria.	• Undertake in-depth case studies with field visits whenever possible to better understand the extent of achievement of results or the potential of achieving results given that most operations are still ongoing or in the pipeline phases.
Limited access to regional integration projects in conflict zones and hard to reach border regions which might be far from National Capitals as well as countries with instability.	• The Evaluation Team will endeavour to undertake field missions as part of the country case studies but projects for site visits will be selected to ensure practicality and cost effectiveness of the missions in relation to the data to be collected. Alternative projects may be visited where it is not practical to visit some desired projects or in other instances visiting stakeholders that are involved in those projects that are difficult to reach coupled with Desk Review of essential documents and reports • For countries for desired missions with political instability, the evaluation team may opt for a remote case study with a national consultant or select an alternative country with similar characteristics.

7 Stakeholder Engagement Strategy

7.1 Stakeholder Mapping

The stakeholder mapping aims at i) identifying stakeholders to engage with during and after the evaluation, and ii) guiding the dissemination plan for the evaluation. A preliminary stakeholder mapping was done by the Evaluation Team following IDEV's approach to stakeholder mapping, focused on catalysing learning by the AfDB and its partners to improve the impact and outcomes of its work. The

table on the next page presents the main stakeholder groups of the evaluation and describes the following dimensions:

Table 13: Stakeholder Engagement Plan

Category	Stakeholders	Strategy for engaging stakeholders	How will they use the findings/recommendations/lessons?
AfDB Boards	AfDB Board of Directors (Committee on Development Effectiveness)	• Key informant interviews • Presentation of the Evaluation Report • Share Evaluation Summary	• Make decisions regarding the Bank's next SA-RISP based on evaluation findings
Senior Management (VPs, DGs, Directors)	Key Complexes and Departments: • SVP, VPs • DGs and DDGs in the Regional Development, Integration and Business Delivery Complex (RDVP)	• Key informant interviews • Share Emerging Findings Report • Presentation of the Evaluation Report • Share Evaluation Summary	• Make decisions regarding the design and implementation of the Bank's next SA-RISP based on evaluation findings
Implementing departments	Staff in the country offices within the Regional Development and Business Delivery Office – Southern Africa (RDGS) Other Complexes and Departments: • SNVP: SNSP, SNDR, SNPB • RDVP: RDTS, RDRI, RDSA • PIVP: PINS, PITD, PISD, PICU • ECVP: ECGF, ECCE, • AHVP: AHGC, AHHD, AHWS • PEVP: PESD, PECG	• Key informant interviews • Data collection • Share Evaluation Report • Participate in organizing learning event	• Design of follow-up policy (SNSP) • Draft Management Response (SNDR) • Refine/align operations to SA-RISP priorities (sector departments) • Enhance learning by their staff (all)
RECs	Southern Africa Development Community (SADC) Secretariat, Common Market for Eastern and Southern Africa (COMESA), African Union Development Agency-NEPAD	• Key informant/focus group interviews during the regional/country and project case studies • Share Evaluation Report • Participate in dissemination event	• Integrate views on the design, implementation and monitoring of follow-up policy • Awareness of the AfDB's SA-RISP • Develop joint initiatives aligning with AfDB SA-RISP & strengthen collaboration with the Bank's operations.
Regional Institutions	Southern African Customs Union (SACU), Common Monetary Area (CMA), Indian Ocean Commission (IOC), Orange-Senqu River Commission (ORASECOM), Southern Africa Power Pool (SAPP), Zambezi Watercourse Commission (ZAMCOM), Southern African Development Community Groundwater Management Institute (SADC-GMI), Zambezi River Authority (ZRA), Limpopo Watercourse Commission (LIMCOM), Regional Energy Regulators Association of Southern Africa (RERA), SADC Development Finance Resource Centre, Committee of SADC Stock Exchanges (CoSSE)	• Key informant/focus group interviews during the regional/country and project case studies • Share Evaluation Report • Participate in dissemination event	•
RMC Implementers	Government officials, Project Implementation Units (PIUs), financial institutions, and non-state actors involved in the regional/country/project case study operations of selected operations in the 13 countries	•	•

Category	*Stakeholders*	*Strategy for engaging stakeholders*	*How will they use the findings/recommendations/lessons?*
Beneficiaries	Regional and national public entities and institutions, value chain actors from supported interventions (farmers, SMEs, community representatives, etc)	• Key informant/focus group interviews during the regional/country and project case studies • Share Evaluation findings	• Inform and influence future interventions • Strengthen participation, ownership and service delivery
Development Partners	World Bank, KfW, Japan International Cooperation Agency (JICA), European Union (EU), Islamic Development Bank (IsDB), International Monetary Fund (IMF), United Nations (UN) agencies, AFD, EIB, EBRD, GIZ, ILO, Agence Française de Développement (AFD), IFAD	• Interviews • Participate in dissemination event • Share Evaluation Report	• Awareness of the AfDB's SA-RISP • Enhanced DP Coordination
Private Sector	COMESA Business Council, SADC Business Council, SADC Tourism Alliance, US South Africa Business Council, South African Chamber of Commerce and Industry (SACCI), National African Federated Chamber of Commerce and Industry (NAFCOC), Southern African and Central African Chamber of Commerce (SACACC)	• Individual interviews • Participate in dissemination event • Share Evaluation Report	• Awareness of the AfDB's SA-RISP • Leverage findings to co-design investment platforms with AfDB to ensure alignment with RI goals
CSOs	Southern African Council of Non-Governmental Organisations (SA-CNGO), SADC Civil Society Forum, Southern African Treatment Access Movement (SATAMU), Southern African Regional Poverty Network (SARPN)	•	•
Quality Assurance	IDEV Management, Evaluation Reference Group (ERG), Internal and External Peer Reviewers	• Consultations linked to evaluation deliverables	• Provide feedback on deliverables
Evaluation Community	South African Monitoring and Evaluation Association (SAMEA), Namibia Evaluation Association (NEA), Evaluation Cooperation Group (ECG), EvalNet, APNODE, EPRADI	• Data collection • Share Evaluation Report	• Awareness of the AfDB's SA-RISP

7.2 Engagement with Key Stakeholders

The evaluation will engage with the key stakeholders, both internally and externally to the Bank. Particip GmbH proposes a participatory approach to the sharing of information, comparison of points of view, development of a framework of common understanding, and strengthening of the ownership of the evaluation process by the various stakeholders. The Particip GmbH team will ensure close contact and collaboration with IDEV Task Managers during the entire exercise, including providing regular updates on progress to the Task Managers (through written progress reports and verbal briefings, as required). This will ensure clear communications between the consultants and IDEV and will help resolve any issues that may arise during the project.

7.2.1 Involvement of AfDB actors

Regarding AfDB actors, the evaluation will consult with the Board of Directors, the Regional Development, Integration and Business Delivery VP Complex: Director General and staff of the Southern Africa Development and Business Delivery Office (RDGS), all sector and thematic departments responsible for planned or ongoing operations in the regions.

During the Inception Phase, this involvement has mainly entailed the following activities:

- Kick-off meeting (remote): This meeting served to present the entire Evaluation Team and methodology to the IDEV Task Managers, to discuss any remaining questions and seek clarifications of the Bank's expectations.
- Meetings with RDGS: This provided a valuable opportunity to discuss the assignment with key stakeholders and support the development of the ToC, and any necessary adjustment of Evaluation Questions. Discussions also focused on: i) understanding the regional strategic, policy, programmatic, and operational contexts and their evolution throughout the period evaluated, ii) the strategic directions for regional integration and iii) the main challenges encountered during the 2020-2024 implementation of the SA-RISP.
- Discussion session of the draft Inception Report (remote): This meeting will be an opportunity to discuss the evaluation approaches and tools proposed. This includes validation of the reconstructed general ToC and the evaluation framework, which will then be incorporated into the final Inception Report.

During the Data Collection Phase:

- Introductory meeting: At the beginning of the field mission, the team will present the AfDB officials and other relevant stakeholders in the case study countries with the detailed procedure for carrying out the evaluation (which will be shared ahead). This meeting will be an opportunity to gather suggestions on particular interlocutors to meet.
- In-depth interviews will then be held with the various AfDB staff, government officials, representatives of the private sector, CSOs, DPs and project implementation agencies and beneficiaries. In addition, focus group interviews bringing together relevant members of the AfDB for a few key themes will be organised.
- The debrief workshop at the end of each country field mission will be a unique opportunity to allow all invited stakeholders to respond to the first results of the evaluation and to participate actively in reflections on the perspectives and recommendations of the study. The debrief will seek to validate the mission's analysis and discuss the relevance of preliminary findings, conclusions and recommendations.

During the Reporting Phase:

- Validation Workshop to present the draft Technical Report: The first draft of the Technical Report and the preliminary findings and recommendations of the evaluation will be presented at a validation workshop at the RDGS Office in South Africa, with the government officials in attendance.

7.2.2 Involvement of other actors

During the Scoping Mission, the Evaluation Team identified a set of institutions to be met during the main data collection period: SADC Secretariat, COMESA, AUDA-NEPAD, CMA, IOC, SACU, ORASECOM, SAPP, and ZAMCOM.

These are non-exhaustive and will be complemented before and during the field mission. In particular, it will be necessary to identify CSOs and Private Sector players that are currently not well represented within our contacts. However, the current contacts serve as a good basis to launch the data collection mission.

The involvement of other categories of actors in the evaluation exercise will be carried out mainly through the activities described hereafter. During the Data Collection Phase, meetings will be held with:

- Relevant government officials, including the Ministries in charge of finance, infrastructure, trade, investments, energy, water, gender, agriculture;
- RECs: SADC, COMESA, SACU, AUDA-NEPAD;
- Regional bodies: CMA, IOC, ORASECOM, SAPP, CoSSE, and RERA;
- Private sector: COMESA Business Council, SADC Business Council, SADC Tourism Alliance, South Africa Business Council(s), SACCI, NAFCOC, SACACC;
- CSOs (including Non-governmental Organisations): SAf-CNGO, SARPN, Trade Union organisations (SATAMU, SATUCC);
- Other DPs and MDBs: World Bank, KfW, JICA, EU, IsDB, IMF, UN agencies, AFD, EIB, EBRD, GIZ, ILO, AFD, IFAD.

During the Field Mission, visits will be made to the intervention sites selected for detailed analysis; these visits will lead to interviews and FGDs with those responsible for implementing the interventions, along with the beneficiaries (or their representatives) and other stakeholders (for example, CSOs, other technical partners, etc.). In addition to these visits (or as needed), FGDs will be organised on certain topics, in particular to gather information on the beneficiaries' points of view, especially regarding the implementation of selected projects, the achievement of regional integration objectives, and the development goals in Southern Africa. These interactions will address issues of relevance, effectiveness, sustainability and impact of the interventions.

7.3 Communication and Dissemination

The communication and dissemination activities are presented in the matrix below:

Table 14: Overview of the Evaluation Communication and Dissemination Plan

Deliverable	Audience	Means of Communication	Knowledge/ Communication Products	Provisional Calendar
Concept Note (CN)	• IDEV Management • Key Bank complexes and departments: RDVP, RDGS • Evaluation Reference Group	E-mail, Meetings/ briefings	Presentation, Concept Note	Done
Draft Inception Report	• IDEV Management • Evaluation Reference Group • Internal and External Peer Reviewers • IDEV Evaluation Teams	E-mail, ERG meetings, IDEV coordination meetings	Presentation, Draft Inception Report manuscript	September 2025
Inception Report	• All stakeholders	E-mail, Website	Inception Report (PDF), Evaluation webpage	October 2025
Project Implementation Assessments, PIA report	• IDEV Management • Evaluation Reference Group • Internal and External Peer Reviewers • IDEV Evaluation Teams	E-mail, IDEV coordination meetings	PIA Report	November 2025
Benchmarking Report	• IDEV Management • Evaluation Reference Group • Internal and External Peer Reviewers • IDEV Evaluation Teams	E-mail, IDEV coordination meetings	Benchmarking Report	November 2025
Case Study and Pillar Reports	• Regional and country offices • Sectors and departments	E-mail	Sector/Thematic Review Notes	December 2025
Draft Technical Report	• IDEV Management • Evaluation Reference Group • Internal and External Peer Reviewers • IDEV Evaluation Teams	E-mail, IDEV coordination meetings	Presentation, Technical Report manuscript	Early February 2026

Deliverable	Audience	Means of Communication	Knowledge/ Communication Products	Provisional Calendar
Draft Evaluation Summary Report	• IDEV Management • Evaluation Reference Group • IDEV Evaluation Teams • Internal and External Peer Reviewers	E-mail, ERG meetings, IDEV coordination meetings	Summary Report manuscript	February 2026
Evaluation Summary Report	• AfDB Board and Senior Management (President, VP, DGs)	Email, CODE meeting	Presentation, Summary Report (PDF)	June 2026
Evaluation Summary Report (Published)	• All AfDB management and staff • Key stakeholders in RMCs • All key stakeholders	E-mail, Intranet, X IDEV & AfDB Website Learning and dissemination events (internal & external) Digital & printed publications	Published Summary Report and Executive Summary, Presentations, Knowledge Products	After June 2026

8 Evaluation team, Timeline and Responsibilities for Key Deliverables

8.1 Evaluation Management Arrangements

The evaluation will be *co-task managed* by Andson Nsune (Principal Evaluation Officer) and Eustace Uzor (Evaluation Officer) supported by Latefa Camara (Senior Evaluation Officer) as Team Member. Internal Peer Review will comprise Andrew Anguko (Chief Quality and Methods Advisor), Samson Kohovi Houetohossou (Principal Evaluation Officer), and Akua Arthur-Kissi (Principal Evaluation Officer). Stephen Tabor is the independent External Peer Reviewer.

The knowledge management and communication support for the evaluation will be provided by Maria R. Muzaaki (Senior Knowledge Management Officer), Marc Ghislain Bappa Se (Knowledge Management Officer), and Arsene Birindwa (Communications Consultant).

As part of the quality assurance mechanism, an External Peer Reviewer (Steven Raymond Tabor) has been recruited to support the evaluation. In addition, the Evaluation Reference Group (ERG) has been set up and comprises representatives from the Southern Africa Development and Business Delivery Office (RDGS), the Regional Integration Coordination Office (RDRI), the Regional Development, Integration, and Business Delivery Complex (RDVP), the Development Impact and Results Department (SNDR), and the relevant Sector and Thematic Departments. The ERG will meet three to four times to review and provide feedback on the Concept Note, Inception Report, Technical Evaluation Report and the Summary Evaluation Report. Overall guidance and oversight of the evaluation will be provided by the Division Manager – IDEV 1 (Rufael Fassil) and the Evaluator General (Karen Rot-Münstermann). Henda Ayari, Team Assistant, will provide administrative support.

8.2 Evaluation Team

IDEV recruited a consultancy firm, Particip GmbH, based in Germany, to work with the internal Evaluation Team to undertake the evaluation of the SA-RISP 2020-2026.

The Firm's Evaluation Team is structured to *ensure added value and complementarity, clear roles, strong coordination, and responsiveness* throughout all phases of the SA-RISP evaluation. The Team Leader will provide overarching methodological guidance and steer the synthesis of findings as well as being responsible for the quality of deliverables submitted by the Firm.

To reinforce *quality and consistency*, the firm has deployed a dedicated Quality Support Expert to review all key deliverables. Political economy insights and strategic framing will be ensured through the contribution of a senior advisor on regional integration. A dedicated pool of national consultants will support fieldwork and case studies, ensuring grounded, context-specific analysis. Teamwork, continuous communication, and built-in review loops will support the credibility and efficiency of the evaluation process.

The Evaluation Team has been structured to ensure *comprehensive coverage* of all methodological components across the evaluation phases, with clear distribution of responsibilities and built-in quality controls (see Figure 9 below). The *Team Leader,* Andrew Danino, assumes overall leadership, taking full responsibility for the evaluation process and all deliverables. Developing the analytical framework, stakeholder mapping, sampling, field missions, and report drafting will be in his workstream. He is supported by *Pillar I and II Experts* John Clifton and Dr. Richard Kamidza, both of whom contribute substantially to all major phases, from inception through data collection to reporting, particularly in results assessments, benchmarking and case studies. Dr. Bruce Byiers provides *expert input on the PEA* as well as all aspects of regional integration. His knowledge will be tapped at critical moments of the evaluation, contributing to the analytical framework, the design of case studies, and the synthesis of findings.

National consultants will play an integral role in case studies and field missions, offering *context-specific insights* and supporting local data collection. Quality assurance of all deliverables as well as methodological tools will be the responsibility of the *Quality Support Expert,* Charlotte Vaillant, who will provide feedback on the tools for data collection and analysis and will review all key deliverables. Additional *support in terms of research and data analysis* will be provided by Particip staff, who will contribute to all steps of the evaluation, providing strategic management, structuring the document library and providing backstopping support where necessary. This structured and collaborative approach ensures methodological rigour, consistency across deliverables, and effective integration of regional and sectoral perspectives throughout the evaluation process.

Figure 8: Distribution of Responsibilities

Deliverable	Methodological components	Andrew Danino (TL) K-1	John Clifton K-2	Dr Richard Kamidza K-3	Dr Bruce Byiers K-4	National experts K5-7	Charlotte Vaillant (QA) N-1
Phase 1: Structuring the analysis - Inception							
	Desk Review	✓✓✓	✓✓	✓✓			
D-1	Revision of Portfolio Analysis	✓✓✓					
	Stakeholder Mapping	✓✓✓			✓✓		
	Analytical Framework	✓✓✓	✓	✓	✓		✓
	Sampling & Tool Design	✓✓✓	✓	✓	✓		✓
D-2	Scoping mission	✓✓✓					
D-3	Approach Paper	✓✓✓	✓✓	✓✓	✓		✓✓
Phase 2: Data collection and analysis							
	Document Analysis	✓✓✓	✓✓	✓✓		✓	
D-4	Project Results Assessments	✓✓✓	✓✓	✓✓		✓	
D-5	Benchmark Study	✓✓✓	✓✓	✓✓			✓
	Field Missions	✓✓✓	✓✓	✓✓		✓✓	
D-6	Case Studies	✓✓✓	✓✓	✓✓	✓✓	✓✓	✓
	Data Triangulation	✓✓✓	✓✓	✓✓			✓
D-7	Case Study Synthesis Report	✓✓✓	✓✓	✓✓	✓	✓	✓
	ERG meeting	✓✓✓	✓✓	✓✓		✓	
Phase 3: Connecting the dots – Reporting Phase							
D-8	Technical Evaluation Report	✓✓✓	✓✓	✓✓	✓	✓	✓✓
	ERG workshop	✓✓✓	✓	✓			
D-9	Summary Report	✓✓✓					

8.3 Deliverables and Timetable

This evaluation will last a maximum period of 8 months, beginning in August 2025.

In addition to this inception report, the expected deliverables for this evaluation are the following:

- Portfolio Review (PR) by October 2025;
- Project Implementation Assessments (PIAs) by December 2025;
- Benchmarking Study (BS) by December 2025;
- Regional/Country Case Studies including PEA and Case Study Synthesis Report (including Pillar Reports) by February 2026;
- Technical report by April 2026.

The summary evaluation report for presentation to the Board of Directors will be prepared by the IDEV Evaluation Team based on the technical report.

The table below presents an indicative timetable of the tasks, tentative dates, and deliverables for the evaluation.

Table 15: Timetable with main activities and deliverables

No	Items of work	Aug.		Sep.		Oct.		Nov.		Dec.		Jan.		Feb.		Mar.		Apr.	
		1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4	1-2	3-4
Phase 1: Structuring the Analysis – Inception Phase																			
	Kick-off meeting of the evaluation																		
	Initial document review																		
D1	Revision of draft portfolio review by IDEV						▲												
	Draft Inception Report					▲													
	Peer review/ ERG commenting period																		
D2	Scoping interviews (KIIs/FGDs)																		
D3	Revised Inception Report						▲												
Phase 2: Data Collection and Analysis																			
	Desk review																		
	WP 1: Project Implementation Assessments																		
	Interviews (remote and possibly complemented during mission or by the national consultants)																		
	Draft PIA Report								▲										
	ERG commenting period																		
	Final PIA Report									▲									
	WP 2: Benchmarking Study																		
	Interviews (remote)																		
	Draft BS Report								▲										
	ERG commenting period																		
D5	Final BS Report									▲									
	WP 3: Regional/Country Case Studies																		
	Political Economy Analysis																		
	Field missions with IDEV																		
	Draft Case Study Reports											▲							
	ERG commenting period																		
D6	Final Case Study Reports												▲						
	Draft Case Study Synthesis Report (incl. Pillar reports)													▲					
	ERG commenting period																		
D7	Final Case Study Synthesis Report														▲				
	ERG meeting on preliminary findings (remote)													■					

No	Items of work	Aug.		Sep.		Oct.		Nov.		Dec.		Jan.		Feb.		Mar.		Apr.	
Phase 3: Connecting the dots - Reporting Phase																			
	Drafting Technical Evaluation Report															▲			
	ERG meeting on draft Technical Evaluation Report (remote)																■		
	ERG commenting period																		
	Integration of ERG and peer reviewer comments																		
D8	Submission of final Technical Evaluation Report																		▲
D9	Revision of and feedback on summary report by IDEV																		▲

9 Annexes

Annex I. Evaluation Matrix

EQ1 (Relevance)

Sub-questions	*Indicators*	*Data Sources and Methods/Tools*
EQ1: To what extent has the SA-RISP 2020-2026 been an appropriate framework for advancing the Bank's agenda on regional integration in Southern Africa?		
1.1 To what extent has the SA-RISP focused on the most crucial shared structural challenges faced by the countries of the region (i.e., challenges that cannot be solved by countries acting alone)?	• Thematic focus of the Strategy Paper and quality of the regional problem analysis (infrastructure bottlenecks, market fragmentation, industrial base weaknesses). • Clarity of strategy alignment to specific contexts such as fragility, landlocked status, or small island economies. • Thematic focus of financial allocations (alignment with the initial financing model of SA-RISP). • Alignment with SADC RISDP, COMESA MTSP, AfCFTA priorities/development strategy and plans of 13 RMCs. • Extent to which RISP supports regional public goods requiring collective action (corridors, power interconnections, trade facilitation, regional standards, macroeconomic convergence).	• Document review: RISP 2020–2026, SADC RISDP 2020–2030, AfCFTA framework, AU industrialisation strategies, COMESA Medium Term SrMTSP, and other relevant continental and regional treaties, protocols and strategies. • Portfolio review: project appraisal reports, completion reports, and cluster assessments. • KIIs/FGDs with SADC, COMESA, AU, AfDB regional departments, and national stakeholders. • Regional political-economy analysis. • Benchmarking Study • Regional and Country Case Studies • Other IDEV Corporate, Sector/Thematic and CSP Evaluations and other relevant external evaluations.
1.2 To what extent has SA-RISP's implementation led to a portfolio that is likely to contribute to the realisation of the objectives of the strategy?	• Quality of portfolio pipeline: maturity, balance between sectors and themes, and degree of regional leverage. • Extent of ownership and readiness by national and regional stakeholders. • Appropriateness of selection criteria and resource allocation across focus areas. • Quality of project design: intervention logic, risk identification, timeframe realism.	• Portfolio analysis (SA-RISP portfolio review, SAP). • Benchmarking against other regional strategies. • KIIs/FGDs with task managers, sector departments, and SADC focal points. • Case studies of representative operations (e.g., corridor projects, financial-integration programmes). • Project Implementation Assessments (PIA) • Case Studies
1.3 To what extent has the SA-RISP been responsive to major changing circumstances in the region?	• Extent to which strategic priorities were adapted to emerging contexts (COVID-19 recovery, climate shocks, regional energy crisis). • Adjustments to project mix and geographic focus. • Existence and use of adaptive management processes (IOP revisions, mid-term review). • Stakeholder perceptions on responsiveness of SA-RISP programming.	• Review of 2023 Mid-Term Review (MTR) of SA-RISP and Regional Portfolio Performance Review (RPPR). • Portfolio Review • KIIs/FGDs with Bank regional departments, SADC, and key implementing partners and other stakeholders. • Specific evidence from RISP Reviews and recent project restructurings. • Benchmarking Study • Regional and Country Case Studies

EQ2 (Coherence)

Sub-questions	*Indicators*	*Data sources and methods/tools*
EQ2: How well does SA-RISP fit and align with other corporate and sector or thematic strategies with the Bank, and with the regional integration strategies of multilateral, regional development and economic groupings and other DPs in Southern Africa?		
2.1 To what extent has the SA-RISP fostered internal linkages, including between the SA-RISP components and with other actions of the Bank in the region?	• Alignment between SA-RISP and AfDB's overarching frameworks and main sectoral/thematic strategies (incl. RISF and Ten-Year Strategy), incl. main mechanisms / design features to ensure alignment • Internal linkages between objectives and focus areas outlined in the SA-RISP, incl. the pillar system is understood and helpful as a thematic guiding framework • RISP alignment with the AfDB Country Strategy Papers (CSPs) for the 13 countries (incl. additional support foreseen by the RISP beyond country limited CSPs). • Linkages/synergies within the SA-RISP portfolio, including linkages between multinational projects and other Bank operations (including non-lending operations such as Economic and Sector Work and policy dialogue)	• Project documents review: Appraisal reports, IPRs, etc; • Portfolio review • RISP-SA, RISF, TYS, Bank's High 5 strategies • CSPs of the 13 SADC Member Countries • KIIs/FGDs with Bank's regional and country teams, and other stakeholders • Project Appraisal reports • IDEV country. Sector/thematic and CSP evaluations for SA region • Benchmarking against other Bank RISPs • Regional/country case studies • Regional economic reports • Regional/country political economy analysis (PEA)
2.2 To what extent has the SA-RISP been aligned with the development strategies of Regional Economic Communities (RECs) and coherent with the regional integration strategies supported by other multilateral institutions and DPs?	• RISP complementarity with regional development plans of AU, COMESA, SADC and other RECs, incl. synergies with projects undertaken by RECs • Quality of donor coordination and engagement mechanisms at (SA-RISP) strategy level as well as during project design and implementation (incl. frequency of joint programs, joint programming, joint appraisals and level of co-financing of activities in the context of the SA-RISP portfolio). • Complementarity/linkages with multilateral institutions (WB, EIB, etc.) and other Development Partners (DPs), both at national/regional strategy and project level	• Document reviews: AfCFTA framework, AU industrialisation strategies, and COMESA MTSP • Review of Project Appraisal Reports • Portfolio Review • Review of regional strategies of other MDBs and DPs including associated progress reports and evaluations • KIIs/FGD with RECs and other DPs. • IDEV country. Sector/thematic and CSP evaluations for SA region • Benchmarking against other Bank RISPs • Regional/country case studies • Regional economic reports • Regional/country political economy analysis (PEA)

EQ3 (Efficiency)

Sub-questions	*Indicators*	*Data sources and methods/tools*
EQ3: To what extent have SA-RISP projects been delivered in Southern Africa in an economic and timely way?		
3.1 How appropriate was the AfDB institutional set-up to manage (i.e. guide/facilitate/monitor/learn from) SA-RISP Strategy implementation - appropriateness of operational policies and procedures, including project monitoring?	• Appropriateness of policies and procedures for regional operations • Comparison/benchmark with regional operating policies of WB, EU and other DPs with regards to strategies, policies, procedures, structure, risk management and M&E of regional operations. • Existence or absence of redundances or duplication in operational procedures for CSPs and RISPs • Existence of SoPs and Manual for guiding the development and implementation of Regional Programmes • Quality of portfolio management • Appropriateness of AfDB monitoring and evaluation processes, incl. monitoring indicators used at operation level	• In-depth review of Project documents (Project appraisal Reports, PCR, IPR, M&E Reports, Annual Reports, Project assessment Reports, Project case studies...) • KIIs and or FGDs with stakeholders (AU and RECs, AfDB staff, Government project executing agencies, beneficiaries, CSOs, Development partners, private sector) Field visits Benchmarking Study. Interviews with AfDB board, management and staff • Interviews with regional and international development partners Regional and Country Case Studies
3.2 To what extent have operations been implemented in a timely and cost-efficient manner?	• Disbursement rates and resource use efficiency • Average elapsed time between project approval and first/final fund disbursement per pillar/type of projects % of projects implemented on schedule Human and financial resources were used as planned • Delivery costs as % of intervention costs (if available); benchmark delivery costs to comparator development programmes • Implementation Progress (compliance with covenants, environmental and social safeguards and audit compliance) • Project systems and procedures (procurement, financial management and monitoring and evaluation) • Project execution and financing (disbursement, budget commitments, counterpart funding and co-financing) Main internal factors influencing project delivery/implementation Mechanisms in place to anticipate external risks • Use of Bank missions in South Africa and across region to facilitate the implementation of SA-RISP Existence and quality of financial analysis in intervention design / in project appraisal	• In-depth review of Project documents (Project appraisal Reports, PCR, IPR, M&E Reports, Annual Reports, Project assessment Reports, Project case studies...) • KIIs and or FGDs with stakeholders (AU and RECs, AfDB staff, Government project executing agencies, beneficiaries, CSOs, Development partners, private sector) • Portfolio Review • Project Implementation Assessments Field visits Benchmarking Study. • Interviews with regional and international development partners • Regional and Country Case Studies

EQ4 (Effectiveness and (likely) Impact)

Sub-questions	*Indicators*	*Data sources and methods/tools*
EQ4: How well has the SA-RISP achieved, or is expected/likely to achieve, its regional integration objectives, and development goals in Southern Africa?		
4.1 To what extent have the expected results related to SA-RISP Pillar I (infrastructure connectivity) been achieved and are likely to contribute to long-term development effects? *What have been the enabling and inhibiting factors as well as operational, institutional and policy factors, including cross-cutting issues such as gender, climate and fragility, that have accelerated or impeded results?*	• % of planned outputs achieved, distinguishing between soft (e.g. contribution to strengthening policy/legal frameworks, trained actors) and hard outputs (e.g. infrastructure constructed such as (km roads, MW interconnection, and OSBPs operational). • Number of AfDB-supported non-lending initiatives (analytical work, policy dialogue, technical assistance, or capacity building training) that resulted in new or revised regional policy, regulatory, or institutional frameworks aligned with Pillar 1. • % of planned outcomes achieved (e.g. increased efficiency at borders, increased intra-regional trade, increases tradability of electricity across countries and increases access to electricity of quality of services) • Average reduction in corridor transit time/transport cost (% change from baseline). • Increase in cross-border electricity traded through SAPP (% MWh). • Number/% of projects integrating climate-resilient (as indicated by the Integrated Safeguards System (ISS) category), gender (categorised as Gen I under the Gender Marker System (GMS)) and youth-responsive project designs. • Stakeholder perspective (negative/positive) of infrastructure reliability and usage (using qualitative data). • Main factors contributing to or hindering the effectiveness of SA-RISP under Pillar I (identified through comparative analysis of successful and underperforming projects, such as institutional capacity, co-financing, political commitment/country ownership, design quality). • Significant positive or negative, intended or unintended effects observed from Pillar I interventions such as regional spillovers, local economic multipliers, or adverse social/environmental impacts.	• Document review (appraisal reports, IPRs, PCRs, PCRENs (*if available)*, IDEV evaluation reports) of Pillar II projects. • Portfolio Review. • REC datasets (SAPP, RERA, SADC transport and energy data). • Key informant interviews (AfDB, SADC, COMESA, PIUs, Government Stakeholders, private sector) and *user focus group discussions around project corridors.* • Field Visits • Project Results Assessment • Thematic/corridor case studies and field visits. • Regional/country political economy analysis (PEA) • Benchmarking against other Bank RISPs. •
4.2 To what extent have the expected results related to SA-RISP Pillar II (market integration and industrialisation) been achieved and are likely to contribute to long-term development effects? *What have been the enabling and inhibiting factors as well as operational, institutional and policy factors, including cross-cutting issues such as gender, climate and fragility, that have accelerated or impeded results?*	• Adoption Rate of regional trade / industrial frameworks harmonised by RMCs. • Number//% reduction in non-tariff barriers recorded in the SADC monitoring system. • Change in share of intra-SADC manufactured exports (% of total exports). • Value of private investment leveraged in the regional value-chain/SADC's Special Economic Zones (SEZ) (USD million). • Number/% of Pillar II operations categorised as Gen 1 and II and screened under the ISS completed.	• Document review (appraisal reports, IPRs, PCRs, PCRENs (if available), IDEV evaluation reports, and portfolio data) of Pillar II projects. • REC and partner data (COMESA NTB database, COSSE, SADC and UNCTAD trade statistics). • Case Study reports of SAD's industrial and trade-integration programmes. • KIIs and FGDs with RECs, RMCs, and private-sector representatives/SMEs.

Sub-questions	Indicators	Data sources and methods/tools
	• Number of regional trade, customs, industrial, or financial integration policies/strategies developed, harmonised, or adopted through AfDB-supported non-lending activities (policy dialogue, TA, analytical work) under Pillar II. • Main institutional, policy, or market factors facilitating or constraining effectiveness under Pillar II (e.g., regulatory alignment, private-sector response, access to finance, REC coordination, and country ownership of reforms). • Significant positive or negative, intended or unintended effects arising from Pillar II operations, such as uneven benefits among RMCs, spillovers or market distortions.	• Benchmarking with AfCFTA and SADC Industrialisation Strategy targets. • Benchmarking against other Bank RISPs and other MDBs and DPs • Field Visits • Project Results Assessment • Regional/country case studies including Political Economy Analysis (PEA)
4.3 To what extent has the SA-RISP strengthened AfDB's role as a convening and financing partner, helping regional economic communities and member states to translate policy commitments into enhanced regional infrastructure, market integration and industrialisation?	• Number of joint AfDB-REC or AfDB-Development Partners (DPs) initiatives launched since 2020. • Volume (USD million and %) of co-financing mobilised through partnerships or joint programmes with RECs and development partners for non-lending regional initiatives. • Frequency and quality of structured regional policy dialogue and analytical work facilitated by the Bank. • The number of regional institutions/REC and RMC Officials strengthened through the Bank's support. • Stakeholder perception of AfDB's catalytic and coordination role in promoting regional integration through non-lending support. • Evidence of uptake of the Bank's analytical or advisory work (ESWs, TA, feasibility studies) in project design, policy formulation, or regional-strategy revision in RMCs/RECs. • Level and quality of Quality of regional policy dialogue/analytical work and regional policy documents initiated by RISP by pillar and sector. • Intervention pipeline by pillar and sector • Co-financing with regional, multilateral and other DPs in projects	• Review of policy dialogue records, partnership MOUs, and co-financing agreements. • Document review (appraisal reports, IPRs, PCRs, PCRENs (if available), IDEV evaluation reports, and portfolio data) of Pillar II projects. • KIIs and FGDs with AfDB, RECs, AUDA-NEPAD, development partners, and RMCs. • Portfolio mapping of regional operations co-financed with other MDBs. • Case evidence from successful regional-institution-building operations. • Case Study reports of SADC's industrial and trade-integration programmes. • REC and partner data (COMESA NTB database, COSSE, SADC and UNCTAD trade statistics). • KIIs and FGDs with RECs, RMCs, and private-sector representatives/SMEs. • Field Visits • Project Results Assessment • Regional/country case studies including Political Economy Analysis (PEA)

EQ5 (Sustainability)

Sub-questions		*Data sources and methods/tools*
EQ5: To what extent are SA-RISP projects still in operation and likely to continue to deliver positive economic, environmental and social benefits beyond completion and Bank involvement?		
5.1 To what extent are Pillar I (infrastructure connectivity) and Pillar II (market integration and industrialisation) projects likely to continue to deliver positive economic, environmental and social benefits in Southern Africa?	• Extent to which the design of SA-RISP projects put emphasis on sustainability (incl. financial, social and environmental sustainability) [42] • Extent to which implemented SA-RISP projects rely on clear sector sustainability plans (exit strategies) • Level of technical sustainability of supported regional integration initiatives, incl. establishment of appropriately funded maintenance systems and other sustainable measures • Level of financial sustainability of supported regional integration initiatives, incl. establishment of appropriately funded infrastructure maintenance systems and other sustainable measures • Level of institutional and policy sustainability of supported regional integration initiatives, incl. degree of (/prospect for) ownership by key regional/national stakeholders beyond Bank-financed support • Perception of stakeholders on the importance given to sustainability by the Bank under the SA-RISP	• Appraisal reports • Project monitoring, completion XSR/evaluation reports • Thematic/Sector Cluster Project Results Assessments (PRAs), • Field visits • In-country key informant interviews (KIIs)- AU, COMESA, SADC and national governments, executing agencies, development partners, private sector and civil society • Focus group discussions (FGDs) • IDEV country and thematic evaluations for SA region • Benchmarking against other Bank RISPs • Regional/country case studies • Regional economic reports • Regional/country political economy analysis (PEA)

Key Lessons

Sub-questions		*Data sources and methods/tools*
EQ6: What main lessons can be drawn from the implementation of the SA-RISP 2020-2026?		
6.1 What are the main lessons at both strategy and operational level?	• Main lessons related to the added value of the SA-RISP as a framework for advancing the Bank's agenda on regional integration (incl. advantages of the SA-RISP as a programming tool to identify/manage projects focussing on regional integration compared to other mechanisms such as the CSPs) • Main lessons related to the operationalisation of a strategy like the SA-RISP, incl. in terms of: i) mechanisms to maintain consistency in the strategic focus of the SA-RISP despite evolving circumstances; and ii) institutional arrangements that create a conducive environment for the design and implementation of projects focussing on regional integration. • Main lessons related to the design and implementation of operations aimed at strengthening regional integration, incl. in terms of identifying and responding to political economy factors that may influence the effectiveness of the support being delivered.	*(see previous EQs for main sources of evidence)*

[42] Social and environmental sustainability will be assessed separately

Annex II. Details on the SA RISP portfolio

Number of Operations and Approvals by Pillar/Priority Area, and Programming Status

Pillar/Priority Area	Programming Status	Sector	No of Operations	Resources (UA)
Pillar I: Infrastructure Connectivity	Initial IOP	Energy	13	231,175,167
		I&CS CB TA	1	5,000,000
		ICT & COMMs	1	
		Multisector	1	5,000,000
		Transport	12	830,937,600
		Water	2	
		Subtotal	**30**	**1,072,112,767**
	Revised IOP	Energy	1	112,099,500
		Transport	1	
		Water	1	
		Subtotal	**3**	**112,099,500**
	Unprogrammed	Energy	4	6,482,519
		ICT & COMMs	1	396,842
		Transport	3	346,461,291
		Water	1	219,735,000
		Subtotal	**9**	**573,075,651**
	Total Pillar 1		**42**	**1,757,287,918**
Pillar II: Market Integration and Industrialisation	**Initial IOP**	Agriculture	2	7120410
		Industrialisation	3	
		Market Integration	1	5,500,000
		Multisector	1	5,000,000
		Subtotal	**7**	**17,620,410.00**
	Revised IOP	Agriculture	1	74,954,000
		Envr and CC	3	15,200,000
		Finance	2	380,001,000
		Multisector	1	3,000,000
		Subtotal	**7**	**473,155,000**
	Unprogrammed	Agriculture	2	107,748,750
		Finance	8	736,626,150
		Industrialisation	2	5,762,210
		Multisector	4	11,210,000
		Subtotal	**16**	**861,347,110**
	Total Pillar II		**30**	**1,352,122,520**
Cross-cutting	**Initial IOP**	I&CS CB TA	1	6,500,000
		Subtotal	**1**	**6,500,000**
	Unprogrammed	Gender Equity	2	3,120,200
		Subtotal	**2**	**3,120,200**
	Total Crosscutting Themes		**3**	**9,620,200**
Grand Total			**75**	**3,119,030,638**

Geographical Coverage and Distribution of Projects and level of resources by Level of Implementation

Level of Implementation	Operations	Approvals (UA)
Angola	2	150,000,000
Madagascar	1	225,550,000
Malawi	2	148,180,000
Mozambique	4	139,431,291
Multinational	57	1,650,958,247
Namibia	1	285,301,600
South Africa	2	269,473,500
Zambia	6	250,136,000
Grand Total	**75**	**3,119,030,638**

Note: Not all multinational operations cover all countries in the region, but the majority of these projects cover between 2 and 3 countries. There are also some regional operations that have a focus on specific countries, especially when implementing country-specific operations that are of regional importance.

Resource Allocation, Disbursement and Utilisation - All operations with financial data within the scope of the SA-RISP 2020-2026 as of August 2025 (Amounts in UA)

Pillar/Priority Area and Sector	Contract capital	Netloan	Disbursement obligation	Disbursement Amount	Disbursement Ratio (Contract Capital)	Disbursement Ratio (Net Loan)
Crosscutting	**8,500,000.0**	**8,500,000.0**	**1,000,000.0**	**7,500,000.0**	**88%**	**88%**
Gender Equity	2,000,000.0	2,000,000.0	1,000,000.0	1,000,000.0	50%	50%
I&CS CB TA	6,500,000.0	6,500,000.0	-	6,500,000.0	100%	100%
Pillar I: Infrastructure Connectivity	**505,118,883.7**	**505,118,883.7**	**373,919,641.5**	**131,201,072.6**	**26%**	**26%**
Energy	9,553,805.9	9,553,805.9	5,002,910.4	4,550,966.7	48%	48%
I&CS CB TA	-	-	-	-	0%	0%
ICT & COMMs	403,293.8	403,293.8	8,440.6	394,865.0	98%	98%
Multisector	5,000,000.0	5,000,000.0	2,564,038.6	2,436,000.0	49%	49%
Transport	435,301,732.0	435,301,732.0	366,344,252.0	68,959,188.9	16%	16%
Water	54,860,052.0	54,860,052.0	-	54,860,052.0	100%	100%
Pillar II: Market Integration and Industrialisation	**1,020,307,554.6**	**729,622,754.6**	**303,925,466.7**	**440,997,370.6**	**43%**	**60%**
Agriculture	116,389,221.1	116,389,221.1	596,090.0	115,793,381.1	99%	99%
Envr and CC	12,700,000.0	12,700,000.0	9,436,658.0	3,263,646.0	26%	26%
Finance	864,775,072.0	574,090,272.0	280,083,217.7	309,306,254.0	36%	54%
Industrialisation	5,733,261.5	5,733,261.5	4,227,353.1	1,505,817.5	26%	26%
Market Integration	5,000,000.0	5,000,000.0	2,733,117.6	2,267,000.0	45%	45%
Multisector	15,710,000.0	15,710,000.0	6,849,030.4	8,861,272.0	56%	56%
Grand Total	**1,533,926,438.3**	**1,243,241,638.3**	**678,845,108.3**	**579,698,443.1**	**38%**	**47%**

List of operations within the scope of the SA-RISP by Pillar or Priority Area and by Sector

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Feed Africa	Pillar II: Market Integration and Industrialisation	Agriculture	**Initial IOP**	Multinational	P-Z1-AAF-015	Programme for Improving Fisheries Governance and Blue Economy Trade Corridors in SADC Region (Profishblue)	SADC	2020	ADF RPG Window	2020 - 2025	Ongoing	6,400,000.00
Feed Africa	Pillar II: Market Integration and Industrialisation	Agriculture	**Initial IOP**	Multinational	P-Z1-AAF-013	Building Resilience in Fish Value Chains in Southwest Indian Ocean Economies (PZ1-AAF-013)	Governments of Madagascar and Comoros	2021	Other	N/A	Abandoned	720,410.00
Feed Africa	Pillar II: Market Integration and Industrialisation	Agriculture	**Revised IOP**	Multinational	P-Z1-BG0-038	Arise Integrated Industrial Platforms - IIP (NSO)	Arise Integrated Industrial Platforms (Arise IIP)	2024	ADB	2025 - 2026	Pipeline	74,954,000.00
Feed Africa	Pillar II: Market Integration and Industrialisation	Agriculture	Unprogrammed - Inscope	Multinational	P-Z1-AAG-025	Multinational - ETG Group Limited 150 Million Trade and Agri-Finance Facility	ETC Group Limited	2021	ADB/Other	2021 - 2025	Ongoing	54,537,000.00
Feed Africa	Pillar II: Market Integration and Industrialisation	Agriculture	Unprogrammed - Inscope	Multinational	P-Z1-AAG-047	Multinational - Trade and Agriculture Finance Facility to ETG Group Limited	ETC Group Limited	2021	ADF/Other	2020-2026	Ongoing	53,211,750.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FA0-130	Interconnector Between Botswana and South Africa (P-Z1-FA0-130)	Southern Africa Power Pool (SAPP)	2022	ADB	N/A	Identified	96,767,200.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-F00-095	Zambia - Malawi Interconnector (P-Z1-F00- 095)	Southern Africa Power Pool (SAPP)	2023	ADF	N/A	Identified	50,000,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FA0-163	Songwe River Basin Hydro Power Project (MALAWITANZANIA) (P-Z1-FA0- 163)	Songwe River Basin Commission	2021	ADF	N/A	Pipeline	50,000,000.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-F00-120	Baynes Hydropower Project between Angola and Namibia	Southern Africa Power Pool (SAPP)	2024	ADB	N/A	Abandoned	10,000,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FA0-145	DR Congo-Angola Interconnection Project (PZ1-FA0-145)	Southern Africa Power Pool (SAPP)	2023	ADF	N/A	Pipeline	10,000,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FA0-181	SADC/ RERA Regional Harmonisation and Monitoring (P-Z1-FA0-181)	Regional Electricity Regulators Association of Southern Africa (RERA) - SADC	2021	ADF	2021-2025	Ongoing	714,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FAB-025	Baynes Hydropower-Project between Angola and Namibia	Southern Africa Power Pool (SAPP)	2022	MIC Fund	2022 - 2024	Ongoing	250,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	P-Z1-FAB-030	Baynes Hydropower-Project between Angola and Namibia	Southern Africa Power Pool (SAPP)	2022	MIC Fund	2022 - 2024	Approved	250,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP**	Multinational	N/A	SADC LNG Gas Master Plan	Southern Africa Power Pool (SAPP)	2021	N/A	N/A	Abandoned	
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP/Revised IOP**	Mozambique	P-Z1-F00-093	Mozambique - Zambia Power Transmission Project (P-Z1-F00-093)	EDE Mozambique	2022	ADF	N/A	Identified	10,000,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP/Revised IOP**	Multinational	P-Z1-FAD-021	Angola Namibia Power Transmission Project (ANNA) (P-Z1-F00-113) (Baynes Hydropower 400 KV Transmission Line	Southern Africa Power Pool (SAPP)	2020	ADB/Other	2020-2024	Ongoing	1,732,984.50
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP/Revised IOP**	Multinational	P-Z1-F00-065	330KV Kolwezi-Solwezi Multinational Power Interconnector Project (PZ1-F00-065)	Southern Africa Power Pool (SAPP)	2016	NEPAD IPPF	2016 - 2021	Completed	1,460,982.60
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Initial IOP/Revised IOP**	Multinational	N/A	ZIZABONA Power Interconnection	Southern Africa Power Pool (SAPP)	2023	ADF	N/A	Reserve list	

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	**Revised IOP**	Multinational	P-Z1-FA0-222	Regional Climate Resilience Power Project	AfDB	2025	ADF	N/A	Abandoned	112,099,500.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	Unprogrammed - Inscope	Multinational	P-Z1-F00-124	Continental Power System Masterplan Project	AUDA-NEPAD	2021	ADF	2021-2025	Ongoing	2,170,000.00
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	Unprogrammed - Inscope	Multinational	P-Z1-FAB-034	Feasibility Study for the Luapula Hydro Power Plant	Southern Africa Power Pool (SAPP)	2021	ADF/Other	2021 - 2025	Ongoing	1,725,893.44
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	Unprogrammed - Inscope	Multinational	P-Z1-FA0-190	Mozambique - Tanzania Interconnector	Southern Africa Power Pool (SAPP)	2020	NEPAD IPPF	2020-2026	Ongoing	1,486,625.40
Light Up and Power Africa	Pillar I: Infrastructure Connectivity	Energy	Unprogrammed - Inscope	Multinational	P-Z1-FA0-186	Regional Harmonisation of Electricity Sector Regulation Framework	COMESA	2021	ADF	2021-2024	Ongoing	1,100,000.00
Crosscutting Theme	Pillar II: Market Integration and Industrialisation	Envr and CC	**Revised IOP**	Zambia	P-Z1-C00-075	Zambia - Programme for Integrated Development and Adaptation to Climate Change in Zambezi River Basin (PIDACC Zambezi)	Ministry of Agriculture - Water Development Zambia	2022	ADF/Other	2022 - 2027	Ongoing	8,500,000.00
Crosscutting Theme	Pillar II: Market Integration and Industrialisation	Envr and CC	**Revised IOP**	Multinational	P-Z1-C00-096	Zimbabwe - Programme for Integrated Development and Adaptation to Climate Change in Zambezi River Basin (PIDACC Zambezi)	ZAMCOM Executing Agency	2022	ADF/Other	2022 - 2027	Ongoing	4,000,000.00
Crosscutting Theme	Pillar II: Market Integration and Industrialisation	Envr and CC	**Revised IOP**	Mozambique	P-Z1-C00-095	Mozambique - Programme for Integrated Development and Adaptation to Climate Change in Zambezi River Basin (PIDACC Zambezi)	Ministry of Finance - Mozambique	2022	ADF/Other	2022-2028	Ongoing	2,700,000.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	**Revised IOP**	Multinational	P-Z1-KE0-033	Pembani Remgro Infrastructure Fund II (PRIF II)	Pembani Remgro	2023	ADB	2023-2032	Ongoing	305,984,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	**Revised IOP**	Multinational	P-Z1-HA0-038	Standard Bank SA Limited - USD100M Risk Participation Agreement	Standard Bank SA Limited	2024	ADB	N/A	Abandoned	74,017,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HAB-114	$400 MILLION FINANCIAL PACKAGE ($200M RPA AND $200M SUB-DEBT) FOR STANDARD BANK SOUTH AFRICA &OUP	Standard Bank SA Limited	2024	ADB	2024 - 2027	Ongoing	154,764,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HAA-107	Africa Finance Corporation (AFC) Infrastructure and Trade Financing in Africa	AFRICA FINANCE CORPORATION	2022	ADB	2022-2028	Ongoing	400,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HA0-036	First Rand Bank - USD75M Risk Participation Agreement Facility (RPA III)	First Rand Bank Ltd-SA	2022	ADB	2022-2027	Ongoing	54,681,750.00
Industialise Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	South Africa	P-ZA-HAA-017	Supporting the Transition to Green and Inclusive Industrialisation of SADC: Industrial Development Corporation		2021	ADB	2021-2027	Approved	49,738,500.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HAB-082	Standard Chartered RPA III	Standard Chartered Bank	2020	ADB	2020-2021	Ongoing	37,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HB0-073	Norsad Finance Limited	Norsad Finance Limited	2022	ADB	2022-2032	Abandoned	22,028,100.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-HAB-106	Bank One Ltd - Trade Finance Package -Risk	Bank One Ltd	2022	ADB	2022-2023	Approved	17,681,500.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
						Participation Agreement						
Integrate Africa	Pillar II: Market Integration and Industrialisation	Finance	Unprogrammed - Inscope	Multinational	P-Z1-H00-088	Empowerment of Women Smallholder Farmers through Digital Micro-Insurance	Pula Advisors Limited	2020	ADB/ADF/Other	2020-2026	Ongoing	732,300.00
Crosscutting Theme	Crosscutting	Gender Equity	Unprogrammed - Inscope	Multinational	P-Z1-ID0-011	Gender-Transformative Response to Drought in Southern Africa	United Nations Convention to Combat Desertification (UNCCD)/ Ministry of Finance - Zimbabwe	2023	TSF	2023-2025	Approved	2,000,000.00
Crosscutting Theme	Crosscutting	Gender Equity	Unprogrammed - Inscope	Multinational	P-Z1-ID0-010	Strengthening the Entrepreneurship Skills of Women-Owned & Led Businesses and Women Employees of ETG	Export Trading Group (ETG)	2022	Women Entrepreneurs Finance Initiative (WEFI)	2022 - 2025	Approved	1,120,200.00
Crosscutting Theme	Crosscutting	I&CS CB TA	**Initial IOP**	Multinational	P-Z1-IBE-022	SADC Disaster Preparedness and Response Mechanism operationalised (Support COVID-19 & other pandemics)	SADC	2020	ADF	2020-2023	Closed	6,500,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	I&CS CB TA	**Initial IOP**	Multinational	P-Z1-KF0-063	Support to SADC-PPP Implementation Project	SADC	2020	ADF	N/A	Abandoned	5,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	ICT & COMMs	**Initial IOP**	Multinational	N/A	Regional Fibre Optics Interconnection Masterplan	SADC	2021	ADF	N/A	Abandoned	
Integrate Africa	Pillar I: Infrastructure Connectivity	ICT & COMMs	Unprogrammed - Inscope	Multinational	P-Z1-GB0-037	Multinational - Assistance to COMESA to conduct a market analysis on a regional cloud ecosystem - Phase I	COMESA	2022	ADF/Other	2022 - 2025	Ongoing	396,841.50

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Industialise Africa	Pillar II: Market Integration and Industrialisation	Industrialisation	**Initial IOP**	Multinational	N/A	Support to COMESA Industrialisation Project - Regional Industrial Parks	COMESA	2020	ADF	N/A	Reserve list	
Industialise Africa	Pillar II: Market Integration and Industrialisation	Industrialisation	**Initial IOP**	Multinational	N/A	Development of Regional Value Chains in Mining and Agro-processing Studies	COMESA	2021	ADF	N/A	Abandoned	
Industialise Africa	Pillar II: Market Integration and Industrialisation	Industrialisation	**Initial IOP**	Multinational	N/A	Support policy and regulatory framework and national master plans/SEZ frameworks	Not Determined	2021	ADF	N/A	Abandoned	
Industialise Africa	Pillar II: Market Integration and Industrialisation	Industrialisation	Unprogrammed - Inscope	Multinational	P-Z1-BB0-008	Multinational - COMESA Support Towards the Regional Pharmaceutical Sector Development	COMESA	2022	ADF	2022-2027	Ongoing	5,000,000.00
Industialise Africa	Pillar II: Market Integration and Industrialisation	Industrialisation	Unprogrammed - Inscope	Multinational	P-Z1-BZ0-013	Multinational - Strengthening Institutional Capacity of AUDA-NEPAD of 15 Countries (Home-Grown Solutions Accelerator)	AUDA - NEPAD	2022	ADF/Other	2022 - 2025	Ongoing	762,210.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Market Integration	**Initial IOP**	Multinational	P-Z1-KF0-067	Support to SADC Macroeconomic Stability and Financial Integration – Macroeconomic Convergence and Capital Market Integration (Macroeconomic Stability and Financial Integration Project in Southern Africa Development Community)	SADC	2021	ADF/Other	2021 - 2025	Ongoing	5,500,000.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	**Initial IOP**	Multinational	P-Z1-K00-127	Multinational - SADC Trade and Transit Facilitation Project	SADC	2023	ADF	2023-2026	Ongoing	5,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Multisector	**Initial IOP**	Multinational	P-Z1-KZ0-043	PIDA PAP 2 Implementation Support Project	AUDA-NEPAD	2021	ADF	2021-2027	Ongoing	5,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	**Revised IOP**	Multinational	P-Z1-K00-172	BUILDING CAPACITIES FOR RESILIENT IN SADC (SADC Institution-Wide Capacity Building Programme)	SADC	2024	ADF	2024-2025	Abandoned	3,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	Unprogrammed - Inscope	Multinational	P-Z1-KF0-068	Capacity Development for Africa's Structural Transformation-Institutional Support to The African Capacity Building Foundation	ACBF	2023	ADF	2023-2014	Ongoing	5,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	Unprogrammed - Inscope	Multinational	P-Z1-KF0-075	Regional Institutional Support Project for Public Financial Governance Phase II (RISPFG)	African Tax Administration Forum ATAF/ CABRI	2022	ADF	2022-2025	Ongoing	3,000,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	Unprogrammed - Inscope	Multinational	P-Z1-K00-136	Regional Institutional Support Project for Public Financial Governance - Phase II (RISPFG)	Collaborative Africa Budget Reform Initiative (CABRI)	2022	ADF	2022-2025	Ongoing	1,710,000.00
Integrate Africa	Pillar II: Market Integration and Industrialisation	Multisector	Unprogrammed - Inscope	Multinational	P-Z1-KF0-076	African Financial Integrity and Accountability Support Project (Afrosai-E Component)	African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E)	2022	ADF	2022-2025	Ongoing	1,500,000.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Namibia	P-NA-DZ0-002	Transport Infrastructure Improvement Project – Phase II (P-NA-DZ0-002) (upgrade of railway line Kransberg to Otijwarongo - P-NA-DZ0-002)	Department of Transport, NAMIBIA	2023	ADB/MIC Fund	2023 - 2028	Ongoing	285,301,600.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Angola	P-AO-D00-004	Transport Sector Support Project / Angola-Zambia Railway Link (P-AO-D00-004)	Lobito Corridor Consortium	2023	ADB	N/A	Abandoned	150,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Zambia	P-ZM-DB0-004	North - South Corridor Transport Improvement Project (Serenje - Mpika Section) (P-ZM-DB0-004)	Road Development Agency Zambia	2023	ADB/Other	2017 - 2021	Abandoned	141,636,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Malawi	P-Z1-DB0-231	Multinational North-South Corridor Project (Salima-Dwangwa Road) P-Z1-DBO-231)	National Road Authority Malawi	2022	ADF/Other	N/A	Approved as part of Other Project	100,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Mozambique	P-Z1-DB0-229	Upgrading of Mueda Negomano Phase II (LOT B) (P-Z1-DB0-229)	N/A	2022	ADF	2018 - 2022	Approved as part of Other Project	54,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Zambia	P-ZM-DC0-006	Railway Infrastructure Improvement Project - Phase I (Rehabilitation of Critical Sections) (P-ZM-DC0-006)	N/A	2022	ADB	N/A	Abandoned	50,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Zambia	P-ZM-DC0-007	Railway Infrastructure Improvement Project - Phase II (Kafue – Lion's Den) (P-ZM-DC0-007)	N/A	2023	ADB	N/A	Abandoned	50,000,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Angola	P-Z1-DZ0-022	Rail link between Angola (Malanje) and the border with DRC to connect to Katanga	Lobito Corridor Development Company	2024	ADB	N/A	Reserve list	0.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Multinational	N/A	Support for the regional Single African Air Transport Market program	AFCAC/SADC	2021	ADF	N/A	Abandoned	
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP**	Multinational	N/A	SADC Regional Multi-Modal Transport Model	SADC	2021	Trust Fund TBC	N/A	Abandoned	
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP/Revised IOP**	Multinational	N/A	Strategic Plan on Southern Africa Rail Master Plan	SADC	2022	N/A	N/A	Approved as Part of Other Project	
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Initial IOP/Revised IOP**	Multinational	N/A	Lobito Corridor Regional Integration Roads Interconnection (Muhango-Luena & Lumege-Luacano-Luau (P-AO-DB0-003 wrong project code for an old project)	Lobito Corridor Consortium	2023	ADB	N/A	Reserve list	
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	**Revised IOP**	Multinational	N/A	Multinational - Projet d'aménagement de corridors et de facilitation du commerce – Phase II (PACFC II)	Autorite Routiere De Madagascar (ARM)	2021	ADF	N/A	Identified	
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	Unprogrammed - Inscope	Madagascar	P-Z1-DB0-242	Madagascar - Corridor De Beira: Project D'Amenegement De Corridor	Ministry of Public Works - Government of Madagascar	2021	ADF/Other	2021-2026	Ongoing	225,550,000.00
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	Unprogrammed - Inscope	Mozambique	P-Z1-DB0-271	Multinational - SADC Sub-Regional Trade and Transport Facilitation Project (Malawi_Mozambique)	Government of Mozambique Ministry of Finance	2022	ADF/Other	2022-2028	Ongoing	72,731,290.59
Integrate Africa	Pillar I: Infrastructure Connectivity	Transport	Unprogrammed - Inscope	Malawi	P-Z1-DB0-253	Multinational - SADC Sub-Regional Trade and Transport Facilitation Project (Malawi_Mozambique)	National Road Authority Malawi	2022	ADF	2022 - 2028	Ongoing	48,180,000.00

High 5s	Priority Area	Sector	IOP Programming Status	Multinational Vs Country	Project ID	Project Title	Implementing Partner	Year Program	Bank Group Fund Window	Project Duration	Project Status	Total Cost (UA)
Improve the Quality of Life	Pillar I: Infrastructure Connectivity	Water	**Initial IOP**	Multinational	N/A	Songwe River Basin Hydro Power Project (Malawi-Tanzania) P-Z1-FA0-163	N/A	2023	ADF	N/A	Abandoned	
Improve the Quality of Life	Pillar I: Infrastructure Connectivity	Water	**Initial IOP**	Zambia	N/A	Zambia- Angola Shangombo – Rivungo Canal Project	Minister of Housing and Infrastructure Development	2023	ADF	N/A	Abandoned	
Improve the Quality of Life	Pillar I: Infrastructure Connectivity	Water	**Revised IOP**	Zambia	N/A	Chirundu Water Supply and Sanitation Project	Ministry of Water Development and Sanitation, Zambia	2025	ADF	N/A	Reserve list	
Improve the Quality of Life	Pillar I: Infrastructure Connectivity	Water	Unprogrammed - Inscope	South Africa	P-ZA-EA0-004	Lesotho Highland Water Project Phase II		2021	ADB	2021-2027	Ongoing	219,735,000.00

Annex III. Project Implementation Assessment (PIA) Template

1. Basic information

SAP Code		
Project name and description		
Pillar		
Country/countries		
Sector		
Private or Public		
Implementing Partner		
Key Stakeholders		
Task Manager (Name)		
Task Manager (Location)		
Project Cost UA m	Original	Revised
Source of financing UA m	AfDB	Co-finance
Financial Instrument		
Net loan amount (in UA)		
Disbursed UA		
Approval date		
Effective start date		
Completion date (Planned date)	Original	Revised
Implementation Status		

2. History of the project and main explanatory factors regarding design and implementation

Project's objectives and focus

(Short description of the project's objectives and focus – ½ page)

- General/Specific Objectives
- Geographic focus
- Main targeted beneficiaries – intermediary and ultimate
- Main implementing partners

Project's origin

(Short description of the project's origin – ½ page)

- Link to broader initiatives that pre-date the launch of the project at the Bank level
- Date when the project was first identified by the Bank and basic description of the timeline until presentation to and approval by the Board
- Presentation of key actors within and outside the Bank at the origin of the Bank support
- Link to other Bank projects.

Key factors influencing the design and implementation of the project

(Analysis of main factors influencing design and implementation – 1 page)

- Current status of the project and potential delays accumulated so far (short overview)
- Analysis of key challenges that have affected the design and implementation of the project, with a focus on the role played by the different stakeholders
- Key lessons for similar support in the future

3. Detailed Project Assessment

Summary of scores[43]

Dimension	*Score*
Overall performance score	
1. Relevance	
Relevance of project objectives and focus	
Project design to achieve those objectives	
2. Cross-cutting issues	
Inclusive (incl. Youth) & gender issues	
Fragility issues	
Environment and CC	
3. Efficiency	
Implementation progress	
Timeliness	
Operational and Financial efficiency	
4. Effectiveness	
Achievement of outputs	
Achievement of outcomes	
Unintended outcomes (if any)	
5. Sustainability	
Economic and Financial viability	
Institutional sustainability	
Environmental and social sustainability	

Details on the scoring system

Score	*Definition*
4	The intervention meets, or is likely to meet, all or nearly all elements of the criteria used for assessing this dimension
3	The intervention meets, or is likely to meet, the majority of the elements of the criteria used for assessing this dimension
2	The intervention meets, or is likely to meet, a few of the elements of the criteria used for assessing this dimension, with significant shortcomings
1	The intervention meets, or is likely to meet, almost none of the elements of the criteria used for assessing this dimension, with severe shortcomings
N/A	The judgement criteria cannot be applied

[43] These scores only apply at the level of Project Implementation Assessments (PIAs) of the selected projects in Table 9

3.1 Relevance

Dimension	Score	Justification
Overall assessment for Relevance	**…**	n/a
1. Relevance of project objectives • 1.1 Target groups/beneficiaries and needs: clear identification in design documents (incl. rationales given for selection); perceptions of beneficiaries and target groups on how the operations address their needs. • 1.2 Project objectives**:** objectives are clearly stated and linked to the identified needs. • 1.3 Internal AfDB alignment: alignment of project purpose with the applicable sector strategies; alignment with Bank's priorities reflected into applicable CSPs; perceptions of stakeholders on the alignment of the country interventions with the AfDB's priorities.	**…**	…
2. Relevance of project design to achieve those objectives • 2.1. Results chain: Extent to which the project's results chain (from outputs to outcomes) are clearly stated (incl. focus of the project's objectives on outcomes as opposed to outputs). • 2.2. Context analysis (incl. PEA): Existence of a detailed context analysis, including a detailed assessment of the economic, environmental, equity, social, political economy, and capacity conditions at the level of the intervention; identification of potential constraints on stakeholder engagement. • 2.3. Realism: Realism of intended outcomes, incl. timeframe to achieve them, in the country's current circumstances; extent to which project design adopted the appropriate solutions to the identified problems		

3.2 Cross-cutting issues

Dimension	Score	Justification
Overall assessment for CCI		n/a
1. Gender & Inclusiveness • Gender - Design: Integration in project design (incl. at activity/output level, and objectives going beyond participation of women in project activities); existence of a detailed context analysis on these issues (incl. identification of power dynamics and entry points to support transformational change); plans for the mobilisation of specific skills. • Gender - Monitoring and reporting: Integration in monitoring system and reporting (going beyond disaggregation of results by sex). • Youth - Design: Integration in project design (incl. at activity/output level); existence of a detailed context analysis on these issues. • Youth - Monitoring and reporting: Integration in monitoring system and reporting.		
2. Environment and Climate Change • Overall integration of Env. & CC issues in the project design: Integration in project design; existence of a detailed context analysis on these issues; plans for the mobilisation of specific skills. • Specific focus on climate resilience: extent to which project design adopts the appropriate solutions to strengthen climate resilience. • Env. & CC - Monitoring and reporting: Integration in monitoring system and reporting.		
3. Fragility • Design: Integration of explicit dimensions related to fragility in project design (incl. at activity/output level). • Monitoring and report: Integration of dimensions related to fragility in monitoring system and reporting.		

3.3 Efficiency

Dimension	Score	Justification
Overall assessment for Efficiency		n/a
1. Implementation progress • Overall progress: disbursement ratio; type of outputs delivered as planned. • Systems & procedures: project systems and procedures (procurement, financial management, reporting, M&E) fully established and functional; compliance with covenants (project covenants, environmental and social safeguards, and audit compliance).		
2. Timeliness • Launching phase: elapsed time between project approval and first/final fund disbursement. • Overall timeliness: % of activities implemented according to initial schedule; extensions made and quality of rationale for these extensions; % of outputs delivered with delays that are not timely/useful any longer. • Risk management**:** existence of mechanisms in place to anticipate and respond to risks affecting the timeline.		
3. Operational and Financial efficiency • Financial planning: quality of financial analysis in intervention design / in project appraisal, incl. use of cost-benefit analysis and identification of risks that may affect cost-efficiency. • Delivery costs: human and financial resources were used as planned; delivery costs as % of intervention costs (if available); benchmark delivery costs to comparator development programmes.		

3.4 Effectiveness

Dimension	Score	Justification
Overall assessment for Effectiveness		n/a
1. Achievement of outputs • Outputs: % of planned outputs achieved, distinguishing between soft (e.g. contribution to strengthening policy/legal frameworks, trained actors) and hard outputs (e.g. infrastructure constructed) • Beneficiaries: Number and type of beneficiaries benefiting from specific Bank's interventions.		
2. Achievement of outcomes • Outcomes: % of planned outcomes achieved. • Regional integration: Likely overall contribution to regional integration. • Unintended effects**:** Significant positive or negative, intended or unintended effects of AfDB-supported interventions.		

3.5 Sustainability

Dimension	Score	Justification
Overall assessment for Sustainability		n/a
1. Economic and Financial viability • Financing of activities after completion: funding mechanisms and modalities (e.g. tariffs, user fees, budgetary allocations, other stakeholder contributions, etc.) to ensure activities/benefits are sustained after project completion • Specific arrangements for maintenance: arrangements/regulations to ensure resource allocation for infrastructure and equipment maintenance.		
2. Institutional sustainability • Institutional capacity: quality of capacity strengthening implemented to ensure that achieved benefits are sustained, incl. integration of these activities into broader capacity building plans; overall improvements in governance, skills, procedures; effective integration of PIU into the most suitable national institution. • Partnerships: effective partnership established with relevant sector stakeholders; engagement of targeted beneficiaries. • Leadership and political backing: clarity of responsibilities to sustain benefits after project completion; ownership by highest level of decision-making, incl. explicit political commitments to sustain project's benefits after completion.		
3. Environment and social sustainability • Design stage: detailed analysis of environmental and social sustainability in project design and identification of clear measures to mitigate risks and promote environmental and social sustainability. • Implementation: documentation on implementation of environmental & social impact mitigation measures, including those related-to-related preconditions; specific budget allocated to EMSP implementation and monitoring.		

Annex IV. Country Case Study (CCS) Template

Basic Information

Population (latest census)		
GNI (2025)		
GDP per capita		
GDP growth last 5 years		
Regional Integration Index		
Key economic sectors		
Participation in RECs (since Y)		
Year of latest CSPE		
CSPE priority sectors/pillars		
AfDB portfolio	Overall – analysed by sector	RISP

SA-RISP portfolio covering the country

Overview of the portfolio

(Short description of the SA-RISP portfolio, including thematic focus and short description of largest interventions. ½ page)

Internal coherence

(Analysis of internal linkages within the portfolio and linkages with other AfDB intervention; see Evaluation Matrix / sub-EQ2.1. 1 page)

External coherence

(Analysis of linkages with the action of other stakeholders and quality of coordination with other Development Partners; see Evaluation Matrix / sub-EQ2.2. 1 page)

Relevance

(Analysis of the relevance of AfDB interventions in terms of response given to the most pressing needs of the country regarding regional integration; see Evaluation Matrix / sub-EQ2.2. ½ page)

Political economy analysis

Overview of main political economy factors

(Analysis of main political economy factors influencing AfDB support to regional integration in the country, identifying main actors involved in initiatives supported by the AfDB as well as hard-to-change, long-run, geographical, economic and historical factors affecting current regional dynamics. 1 page)

Focus on 2 projects - main explanatory factors regarding design and implementation

Project 1

(Details on main factors (incl. political economy factors identified above) influencing design and implementation, building on the PIA and consultations carried out during field visits – 1 page)

Identify Pull vs Push factors at both "between states" (regional cooperation) and "within state" (domestic) levels in the table below and explain how the factors influenced AfDB support in a short narrative below the table.

Main push factors	*Main pull factors*

Project 2

(Details on main factors (incl. political economy factors identified above) influencing design and implementation, building on the PIA and consultations carried out during field visits – 1 page)

Identify Pull vs Push factors at both "between states" (regional cooperation) and "within state" (domestic) levels and explain how the factors influenced AfDB support in a short narrative.

Main push factors	*Main pull factors*

Annex V. Generic PEA factors potentially affecting AfDB projects

1. Structural factors (incl. broader/historical regional dynamics)

- Is the country or project location landlocked or coastal, and what implications for the AfDB project?
- How dependent is the economy on its neighbours, economically - for resources, markets, port-access, energy - or politically - as allies, partners, or enemies?
- How have connections between the country and its neighbours evolved historically and what do they mean today - politically aligned or not?
- Are there underlying socio-cultural cross border connections that support or undermine cross-border cooperation?
- Is there an underlying physical/geographical/economic need for the AfDB project?

2. Institutional factors

- Formal:
  - What relevant regional agreements and initiatives is the government signatory to and implementing? E.g. the SADC FTA, the SAPP, corridor agreements or authorities?
  - How do regional/cross-border initiatives feature in national strategies and plans if at all?
- Informal:
  - How much do regional integration initiatives/cross-border ventures feature in political and public discourse? Is it seen as a threat or a necessity?
  - How is the neighbouring country discussed in political terms?
  - What are the origins of the project - who or what process did the project idea emerge from?

3. Actors

- Does the AfDB project have high-level buy-in? From whom? Prime minister's office? Ministry of Finance?
- Beyond formal buy-in, is there any narrower gain - financial or political power - to be had from the intervention?
- Will any identifiable, politically connected groups gain or lose from the intervention?
- What are the potential administrative turf-wars associated with the project? How politically important are the main ministries/ministers?
- Are there any specific businesses (with political connections) who stand to gain or lose from the project?

4. Sectoral factors

- How dependent is the economy on the sector/area of AfDB intervention more generally - e.g. if transport, energy, water?
- How much political capital is attached to the sector?
- Are there political 'points' to be gained or lost from project implementation?
- Are there any specific political battles around the intervention area specifically?

5. External factors

- Is/was the project affected by external events such as COVID-19, insecurity?
- Have changes in the wider funding environment affected related initiatives?

Annex VI. Interview Questionnaire Guide

This is a list of all the questions and subjects/issues that may be raised during stakeholder interviews. The choice of questions and subjects to be discussed will depend on the category of stakeholder who have different perspectives and knowledge of the RISP as shown in the table below.

Table 16 Coverage of interview questions/ criteria by category of stakeholders

Category	Relevance	Coherence	Efficiency	Effectiveness (Impact)	Sustainability	Lessons
AfDB Boards	●●●	●●●	●	●	●	●
AfDB Senior Management (VPs, DGs, Directors)	●●●	●●●	●●	●●	●	●●
AfDB Implementing departments	●●●	●●●	●●●	●●	●●	●●●
RECs/ Regional Institutions	●●●	●●	●●	●●	●●	●●
Member States	●●●	●	●	●●	●	●●
Implementing agencies/ projects	●●●	●●	●●●	●●●	●●	●●
Development Partners	●●	●●●	●	●	●	●
CSO and Private Sector	●●	●	●	●	●	●
Other key resource persons	●	●	●	●	●	●

●●● *Largely covered* ●● *Covered* ● *Covered to some extent*

Relevance

- How well does the RISP align with the specific regional needs, integration priorities and development priorities in Southern Africa?
- How well do the RISPs align with the RISF? What are the main mechanisms / design feature to ensure alignment with the RISF?
- Were the RISP pillars (1-infrastructure/connectivity and 2-market integration and industrialisation) appropriate? Are these pillars still relevant and appropriate for the development challenges and environment in Southern Africa?
- Has the design of the RISP allowed the effective implementation of regional projects?
- Has the design of the RISP allowed flexibility to adapt to changing contexts (e.g., political instability, resilience to climate changes and natural disaster, COVID, etc.)? What examples have there been of flexible implementation?
- How has implementation of the RISPs taken account of the economic, geographic and other characteristics of the 13 countries covered by the RISP - income category (high, upper-middle-, lower-middle-, and low-income countries), fragility, landlocked status or small island states?

Coherence

- How well is the RISP aligned with the Bank's corporate policies (e.g., Ten-Year Strategy, High 5s, Gender Strategy, Climate Change and Green Growth, Fragility Strategy)?
- Country strategies and teams:
  - What cooperation and coordination are there between RISP team and country teams?
  - How well do regional projects fit and other Bank operations (national projects, ESWs, policy dialogue, etc.) complement each other? What are the main mechanisms / design feature to ensure alignment?
  - How well is the RISP aligned with the CSPs of the 13 countries?
- Development partners:
  - How aware are you of AfDB's regional integration activities?
  - Are these initiatives relevant to the private sector or civil society in your view? Has the RISP supported your strategic objectives and priorities for regional integration? If yes, how?

- On how many regional project/interventions have you cooperated and provided funding?
- How relevant are the Bank's RISPs to your own strategic objectives and priorities?
- What are the strengths and weaknesses of the RISP as a development tool?
- How relevant are the Bank's RISPs to your own strategic objectives and priorities?
- How coherent are the Southern Africa regional strategies and operations of the Bank with those of World Bank, EU, UN and other development partners? What are the main mechanisms to ensure this coordination and cooperation?
- Do you see opportunities for greater engagement or alignment with regional integration efforts?

Efficiency

- Has the RISP been implemented in a cost effective and efficient manner - on time and budget?
- What challenges, issues and problems were there in implementation? Were these at regional or country level?
- How fit-for-purpose were the programme's monitoring systems for i) quantifying results at output/outcome level, and ii) tracking outputs and outcomes against ex-ante target, (iii) serving as a real-time feedback tool for management decisions and course corrections?
- Did project/intervention appraisal reports identify the most implementation challenges and propose realistic ways to address them, in particular commitment at both regional and country level?
- Overall, implementation of RISP portfolio projects and the IOP has been slow Which procedures for identification and programming (quality-at-entry, maturity criteria, ownership checks, procurement readiness, land/legal due diligence) most constrained timely delivery and implementation?
- Are human and financial resources adequate in your regional office to implement regional integration projects?
- Does the current organizational setup (e.g., role of regional hubs) support timely decision making and implementation?
- How well are risks identified and managed in RISPs or regional operations?
- What key factors positively and negatively influenced the achievement of the implementation of the RISP?
- Are Bank policies and procedures for regional operations appropriate?
- How effective has project/intervention M&E been?

Effectiveness and (likely) Impact

- Has the RISP improved regional cooperation and coordination? If so, how?
- Are the planned/ expected results for Pillar I (infrastructure connectivity) interventions been, or are likely to be achieved and are likely to contribute to long-term development effects?
- To what extent have the expected results related to SA-RISP Pillar II (market integration and industrialisation) been achieved and are likely to contribute to long-term development effects?
- How could development effectiveness at the strategy and project/intervention level have been enhanced?
- What challenges, issues and problems were there in implementation? Were these at regional or country level?
- At the project/intervention level what are the likely contributions to broader outcomes/impacts (e.g. increased regional trade, job creation, economic growth)?
- Has the SA-RISP fostered the identification and implementation of coordinated approaches and cross-border solutions to project/intervention implantation issues?
- Have project/interventions taken sufficient account of cross cutting issues (gender, fragility, climate change…) in the design and implementation of project/interventions?
- To what extent has the SA-RISP strengthened AfDB's role as a convening and financing partner, helping regional economic communities and member states to translate policy commitments into enhanced regional infrastructure, market integration and industrialisation?

- How has Political Economy Analysis (PEA) been used in practice (scope, frequency, outputs)? What has been the perceived value of PEA for unlocking reforms, de-risking implementation, or calibrating stakeholder strategies?

Sustainability

- To what extent are Pillar I (infrastructure connectivity) and Pillar II (market integration and industrialisation) projects likely to continue to deliver positive economic, environmental and social benefits beyond completion and Bank involvement?
- What factors have limited or held back project/intervention sustainability? How would rate potential buy-in and ownership?

Key Lessons

- What are the main lessons at the strategy and operational level?
- What are the main lessons at the operational project/intervention level?
- What are the main lessons for coordination and cooperation between RECs and countries cooperated and coordinated on RISP project/interventions?
- What lessons are important for the new RISP?
- What have been the mechanisms to capture, disseminate, and apply lessons from SA-RISP (both strategy- and project-level) into new pipeline design across the two Pillars?

Annex VII. Portfolio Review Report Outline

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4.1 Relevance

- Thematic focus of the Strategy Paper, thematic focus of financial allocations (alignment with the initial financing model of SA-RISP), and alignment with SADC RISDP, COMESA MTSP
- Quality of portfolio pipeline: maturity, balance between sectors and themes, and degree of regional leverage.
- Appropriateness of selection criteria and resource allocation across focus areas.
- Extent to which strategic priorities were adapted to emerging contexts (COVID-19 recovery, climate shocks, regional energy crisis).
- Adjustments to project mix and geographic focus.
- Existence and use of adaptive management processes (IOP revisions, mid-term review).

4.**2 Coherence**

- Alignment between SA-RISP and AfDB's overarching frameworks and main sectoral/thematic strategies (incl. RISF and Ten-Year Strategy), incl. main mechanisms / design features to ensure alignment
- RISP alignment with the AfDB Country Strategy Papers (CSPs) for the 13 countries (incl. additional support foreseen by the RISP beyond country limited CSPs).
- Linkages/synergies within the SA-RISP portfolio, including linkages between multinational projects and other Bank operations (including non-lending operations such as Economic and Sector Work and policy dialogue)
- RISP complementarity with regional development plans of AU, COMESA, SADC and other RECs, incl. synergies with projects undertaken by RECs
- Quality of donor coordination and engagement mechanisms at (SA-RISP) strategy level as well as during project design and implementation (incl. frequency of joint programs, joint programming, joint appraisals and level of co-financing of activities in the context of the SA-RISP portfolio).
- Complementarity/linkages with multilateral institutions (WB, EIB, etc.) and other Development Partners (DPs), both at national/regional strategy and project level

4.3 Efficiency

- Disbursement rates and resource use efficiency
- Average elapsed time between project approval and first/final fund disbursement per pillar/type of projects
- % of projects implemented on schedule
- Delivery costs as % of intervention costs (if available); benchmark delivery costs to comparator development programmes

- Implementation Progress (compliance with covenants, environmental and social safeguards and audit compliance)

4.4 Effectiveness

- Number/% of projects integrating climate-resilient (as indicated by the Integrated Safeguards System (ISS) category), gender (categorised as Gen I under the Gender Marker System (GMS)) and youth-responsive project designs.
- Volume (USD/UA million and %) of co-financing mobilised through partnerships or joint programmes with RECs and development partners for non-lending regional initiatives.

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