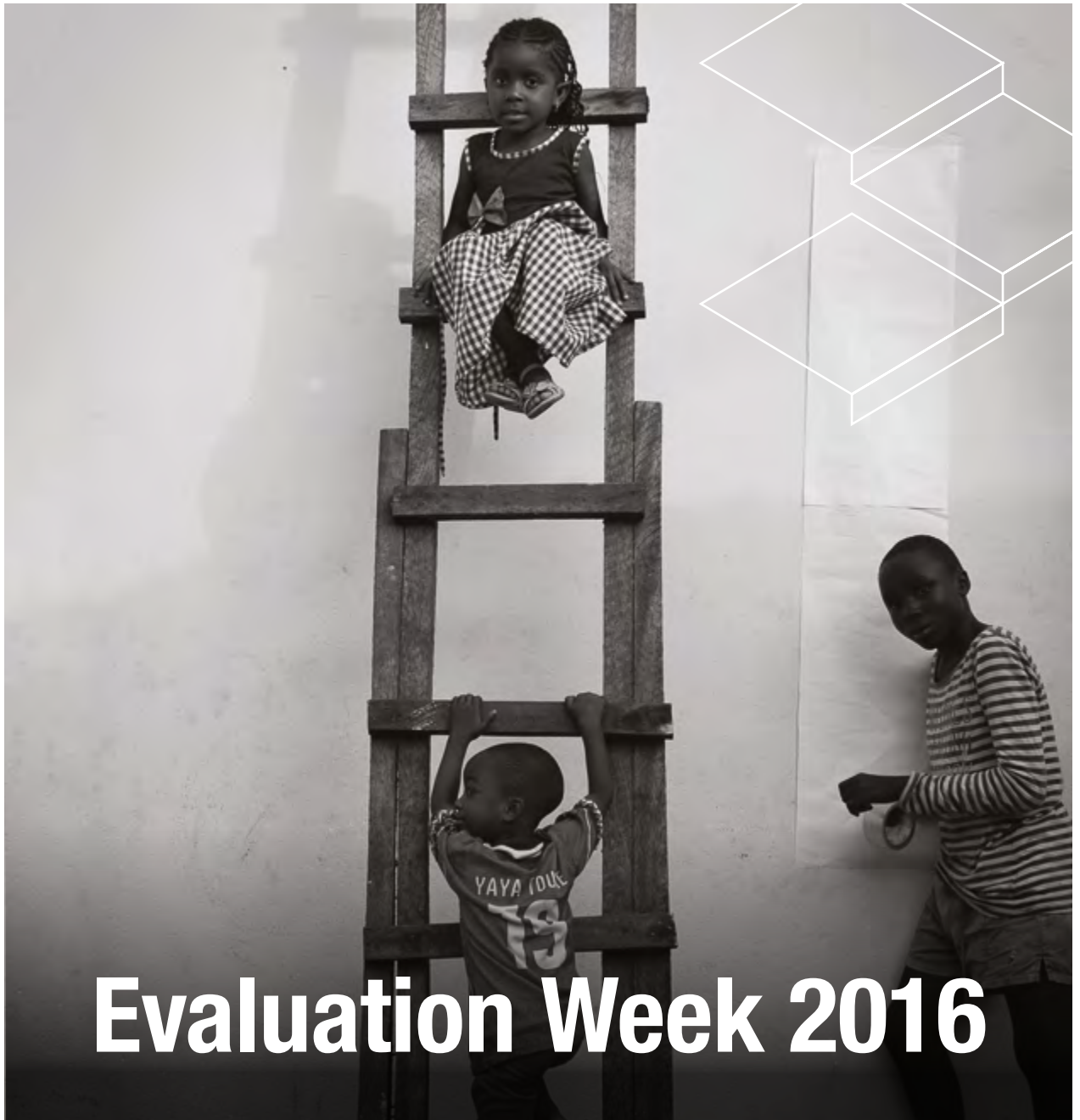


eVALUation Matters

A Quarterly Knowledge Publication on Development Evaluation



Evaluation Week 2016



AFRICAN DEVELOPMENT BANK GROUP



IDEV

Independent Development Evaluation
African Development Bank

Published by



from experience to knowledge...
from knowledge to action...
from action to impact

eVALUation Matters

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

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About Independent Development Evaluation

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Evaluation Week

To accompany the AfDB's new development strategy to transform Africa, the Independent Development Evaluation (IDEV) of the Bank held its Development Evaluation Week 2016 on the theme "Driving Africa's Transformation".

Evaluation experts, academics and practitioners from diverse horizons converged in Abidjan to examine the Bank's High-5s: Light up and power Africa; Feed Africa; Integrate Africa; Industrialize Africa; and Improve the quality of life for Africans. Participants at Evaluation Week discussed how lessons learned from the AfDB and other development institutions can inform the design and implementation of policies and operations in the five priority areas, and how innovative solutions can contribute to success.

How should we go about evaluating the High 5s? What kind of theory of change will guide IDEV's evaluation in such a context? Will IDEV continue to rely on its conventional evaluation criteria or will it fashion new ones that will focus on the specificities of the High 5s?



From left to right: Aka Hyacinthe Kouassi,
Koffi Yao, Nialé Kaba, Rakesh Nangia



“Evaluation is one of our weaknesses. We develop policies, but in the end, we do not check if we have reached the expected results.”

Koffi Yao, Côte d’Ivoire Ministry of Planning and Development

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Amadou Hott



From the Evaluator General's Desk

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Achieving transformation requires not only investments and policies, but also a change in mindset. With this in mind, we at IDEV organized the AfDB Development Evaluation Week 2016 on the theme of Driving Africa's Transformation. The number of panel discussions that overran into coffee and lunch breaks are a good indicator of the symbiosis formed between panellists and with the audience, and the enthusiasm that the discussions at Evaluation Week sparked.

Rakesh Nangia, African Development Bank

The Knowledge Café in pictures

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The Evaluation Week's Knowledge Café was an opportunity to brainstorm and put forward candid opinions on how to better use evaluation to achieve the High-5s. Talking points on each of the themes are collated and presented in Knowledge Café- branded sections of this magazine.

Light Up and Power Africa

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“Lighting up and Powering Africa – on the road to renewable energies” begs panellists to share their knowledge and experience of using innovative solutions. Issues ranging from capacity imperatives, governance issues, financial, operational, technological, regulatory support, and leadership are raised during the session.

Ronald Meyer, Executive Director, AfDB; Marc Albérola, CEO, Eranove Group/ Director of Operations, Eranove Cote d'Ivoire; Elias Ayuk, Director, UNU-INRA, Accra; Amadou Hott, Vice President, Power, Energy, Climate and Green Growth, AfDB; Aka Hyacinthe Kouassi, Senior Advisor, AfDB; Vanessa Ushie, Pan-Africa Senior Policy Advisor on Extractive Industries, Oxfam.

Feed Africa

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The panellists discuss the fundamental questions of who should feed Africa and how should Africa be fed, giving their viewpoint on the commitment of African governments and institutions to address the drivers of hunger, poor nutritional outcomes, and the issue of food security.

J. Chris Toe, Senior Advisor for Country Strategic Planning, World Food Programme; Anne-Sophie Le Dain, Nutrition Manager, UNICEF Côte d'Ivoire; George Mavratos, Senior Research Fellow & Program Lead, Nigeria Strategy Support Program, IFPRI; Fadel Ndiame, Head of AGRA West Africa operations; Oscar Garcia, Director, Independent Office of Evaluation, IFAD; Daniel Alberts, Senior Manager, GAIN; Chiji Ojukwu, Director, Agriculture and Agro-Industry Department, AfDB.

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Tuesday's high-level panel gave food for thought to political leaders. West African ex-Ministers expressed the necessity to improve the leadership capacity in our African states, at all levels and in all areas.

Kako Nubukpo, Economic and Digital Director, IOF, Former Minister of Togo; Antonin Dossou, Director at the BCEAO, Former Minister of Benin.

Industrialize Africa

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This article features a presentation of findings from a Private Sector Evaluation synthesis, the viewpoints of panellists on the way governments could adopt policies that would propel sustainable industrialization, and the means to establish effective cooperation between the government and the private sector. The session is illustrated with case studies of African industrialization.

Sumir Lal, Director, External Affairs, World Bank; Massogbè Toure-Diabate, Chairperson, Women Entrepreneurship Committee, Confederation of Large Businesses in Côte d'Ivoire (CGECI); Per Øyvind Bastøe, Director, Evaluation Department, Norad; Mariam Dao Gabala, CEO of MDG Consulting and Chair of the Board of Solidaridad; Soraya Mellali, Executive Director, AfDB; Edward

Marlow, Head of Sub Saharan Africa Client Group, Credit Suisse; Tim Turner, Chief Risk Officer, AfDB.

Integrate Africa

Experts put forward that the need to get politics and governance right is even more urgent than economics and funding of regional integration. How can we define and demonstrate the impact of regional integration to stimulate stakeholders' interest in it? How can we accommodate political, economic and cultural differences in regional projects to ensure the buy-in of all stakeholders?

Fredrik Söderbaum, University of Gothenburg, Sweden; Nyamajeje Calleb Weggoro, Executive Director, AfDB.

Evaluation Choices

An evaluation expert summarizes the roles and outreach of an evaluation department within an organisation.

Ruben Lamdany, Deputy Director, Independent Evaluation Office of the International Monetary Fund.

Improve the quality of life for the people of Africa

The main challenge for the success of the AfDB High 5s, beyond the quality of program and project design, is primarily political and sociological, claims a thought leader. Meanwhile, on the ground, mobile technology can help communities improve their quality of life in practical ways. This article presents views from both sides of the fence.

Antonin Dossou, Director at the BCEAO, Former Minister of Benin; Charles Boamah, VP Finance at AfDB; Batio Bassière, Minister of the Environment, Burkina Faso; Pindai M. Sithole, Centre for Development in Research and Evaluation International Africa [CeDRE Africa]; Miltiade Tchifou Dieffi, Cameroonian association for the development of evaluation.

The Evaluation Week contests

Photos of the winners of the Evaluation Week essay and photo contests.

Impact Evaluation in International Development

What is, and what should be the contribution of Impact Evaluation to inform policy dialogue? Panellists discuss the role and importance of Impact Evaluation against a backdrop of challenges in methodologies and high associated costs.

Abebe Shimeles, Acting director of the Research Department (EDRE), AfDB; Patrice Bosso, UNICEF, Côte d'Ivoire; Zenda Ofir, President ICED; Maria Sophia Aguirre, Catholic University of America.

Climbing the High 5 learning curve with independent evaluation

Evaluation experts discuss the current trends in evaluation and how we should further adapt methodologies to evaluate the AfDB High 5s. The panellists share their experience, including a section on lessons learned by the UNDP, and give thoughtful advice to evaluators on how to take the profession forward.

Simon Mizrahi, Director, Results & Quality Assurance Department, AfDB; Zenda Ofir, President ICED; Keith Leonard, Development Evaluation Expert, EBRD; Indran Naidoo, Director Evaluation Office, UNDP; Rakesh Nangia, Evaluator General, AfDB; Oscar Garcia, Director, Independent Office of Evaluation, IFAD; Saphira Patel, Evaluation Department DBSA.

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The full schedule of events day by day, with the presenters and panellists.

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Check out Evaluation Matters third quarter:

<http://idev.afdb.org/en/document/evaluation-matters-third-quarter-2016-value-money-development>



Foreword by the Evaluator General

The African Development Bank's Ten-Year Strategy places the Bank "at the heart of Africa's transformation". Achieving transformation requires not only investments and policies, but also a change in mindset that draws on what works, what does not work – and why – to succeed. Transformation also calls for enhancing requisite capacities – both individual and institutional-, an essential aspect in today's fast changing and very competitive world, and central to delivering on well-intentioned policies. In essence, Africa needs to learn from experience and results.

With this in mind, we at IDEV organized the AfDB Development Evaluation Week 2016 on the theme of Driving Africa's Transformation. We decided to open the debate on evaluating this transformation through the High-5s: *Light up and power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life for the people of Africa*, and how evaluative knowledge can help the Bank improve the implementation of the High 5s.

The premise was that 'good-fit' approaches to evaluating complex initiatives taken to induce the continent's transformation would ensue from the intertwining of viewpoints and positions, experiences and skill-sets. Hence, we convened fellow development stakeholders to share evidence-based knowledge and expertise from their countries and backgrounds. The number of panel discussions that overran into coffee and lunch breaks are a good indicator of the

You must learn to make the whole world your school.

Martin Fischer

symbiosis formed between panelists and with the audience, and the enthusiasm that the discussion sparked.

On a personal note, it was heart-warming for me to meet up again with fellow evaluation experts who have over the years become "friends in development", and an honor for me to have an armchair "one to one" discussion with our Senior V.P. Franine Léautier on how we can improve the quality of life for the people of Africa.

The dialogue forum attracted over 250 participants – from MDBs, the private sector, public institutions, policy makers, academics, evaluators, development practitioners, students, media, etc. Presentations and panel discussions, grounded in evaluative evidence, and enhanced by invaluable input from the audience, focused the dialogue while privileging the voices of all.

Questions debated included: What evidence exists on what works, what does not work, and why? What lessons emanating from AfDB and partner interventions can inform the design and implementation of policies and operations in the five priority areas? What innovative solutions out there can inform the success of planned initiatives? What should success look like, and how should we measure and evaluate success/failure? How



Frannie Léautier, speaks to Rakesh Nangia.

“There is a very tight link between evaluation and innovation. Innovations that succeed are those where you have tried, failed, recovered, re-structured, learned from that and moved on. As many innovations fail, it is important to draw lessons from those failures, which in turn can fuel further innovations.”

Frannie Léautier

appropriate, effective, and sustainable are AfDB’s envisioned monitoring and evaluation strategies/measures for the High-5s? How can we put more emphasis on questions that matter to society such as inclusion, gender, equity, efficiency and sustainability?

While focused on evidence and results, the event made room for light moments too. Monday’s very interactive and iterative Knowledge Café and Evaluation Capacity Development Workshop helped participants break the ice and get to know each other around the discussion table. On Tuesday, I was assigned the role of “father” of IDEV at the Akwaba Ceremony. In Côte d’Ivoire, Akwaba means

“welcome” and I therefore welcomed “guests from all the corners of the globe” in a traditional way; though I was relieved that the IDEV team had organized professional entertainers to round up the ceremony! The *Akwaba* ceremony was indeed an opportunity for guests to admire the precision of traditional dancers’ footwork and contortions, and drummers’ rhythmic flows.

This edition of *eVALUation Matters* is dedicated to Development Evaluation Week 2016, and synthesizes viewpoints and reflections on evaluative knowledge expressed during the week. Editorial contributions are compiled from eminent keynote speeches and recordings of

panelist discussions, verbatim from the Knowledge Café, Evaluation Week award winners and lunch-time presenters. Each, in their own way, provides a nuanced and granular understanding of contemporary Africa and the evaluation landscape.

Looking ahead, I am confident that we will build on the momentum of Evalua-

tion Week and be bold in forging ahead; that countries will not only enhance their capacity choices but also their policy options; and that we will collectively work at using evaluation lessons to eliminate the bottlenecks and meet the targets of the High-5s for the benefit of all the people of Africa.



Author's Profile



Rakesh Nangia is the Evaluator General at the African Development Bank. Prior to joining the AfDB, he spent 25 years at the World Bank where he held several positions including Director of Strategy and Operations for the Human Development Network and Acting Vice-President for the World Bank Institute. He attended the Indian Institute of Technology in Delhi and Harvard University and holds degrees in business administration and engineering.



<https://goo.gl/DemhiO>

The Knowledge Café concept



IDEV Evaluator, Foday Turay, introducing the Knowledge Café.

A knowledge café is a means of bringing a group of people together to have an open, creative conversation on a topic of mutual interest.

The IDEV knowledge café was set up in the lobby at AfDB Headquarters in Abidjan. Five thematic tables (one for each of the AfDB High 5s) were set up in 'café' style to create a relaxed, informal ambience. The facilitator, IDEV Evaluator Foday Turay, introduced the knowledge café and invited participants to choose a table to start the process.

The Knowledge Mentor on each table then gave brief guidelines, prompting the participants in their discussion. After 20 minutes, the participants rotated to the next table, while the host stayed behind to introduce the question once more and summarize the preceding discussion for a new set of participants. The new participants then add their insights to the question, refining or modifying the contributions of the previous group. A concluding plenary wrapped up the discussions.



“The Knowledge Café was an opportunity to brainstorm and put forward candid opinions on how to better use evaluation to achieve the High 5s. On my table, it was put forward that beneficiaries of a development programme would be more inclined to take note of evaluation lessons learned if they were involved in the programme from the design phase. Perhaps this is one way to gain in sustainable development”

Amadou Boly, participant at the “Quality of Life” table.



The Knowledge Café tables



Industrialize Africa



Feed Africa



Light up and Power Africa



Integrate Africa



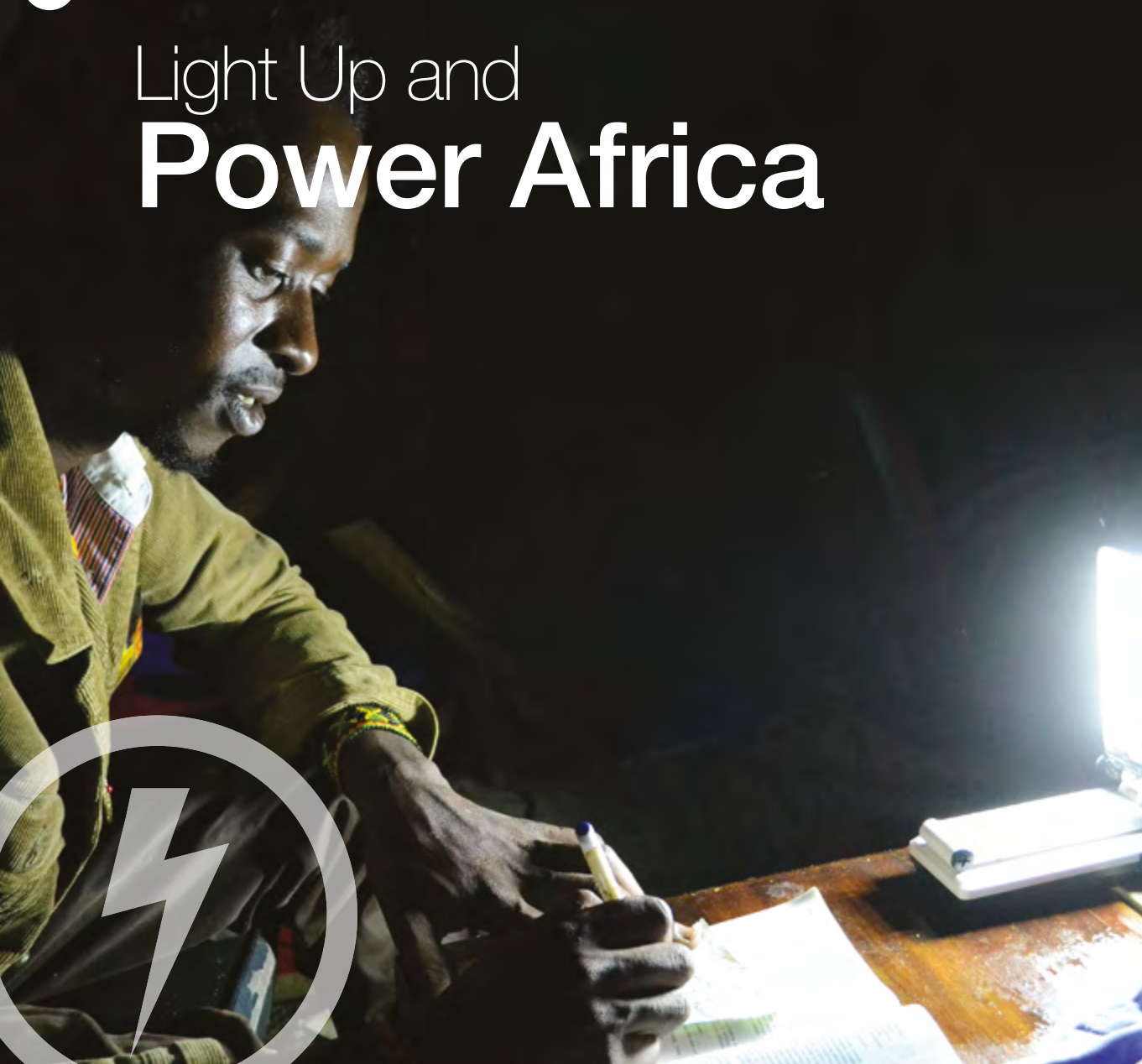


Delivering a Keynote on behalf of the Prime Minister of Côte d'Ivoire, Nialé Kaba, Minister of Planning and Development of Côte d'Ivoire, stressed the importance of evaluating the High-5s, which collectively are fundamental to transforming the continent.



<https://goo.gl/L9VrFY>

Light Up and Power Africa



David Mbuthia Mwangi,
Freelancer, Kenya

Evaluation Week Photo Contest – Third prize

Apodo Alphonse is a young Kenyan. A product of his generation, he uses a solar-powered lamp to read and light his home. Solar energy is now a relatively cheap and reliable source of power for millions of Kenyans.



From left to right: **Elias Ayuk**, Director, UNU-INRA, Accra; **Aka Hyacinthe Kouassi**, Senior Advisor, AfDB; **Vanessa Ushie**, Pan-Africa Senior Policy Advisor on Extractive Industries, Oxfam; **Moderator, Ronald Meyer**, Executive Director, AfDB; **Marc Albérola**, CEO, Eranove Group/Director of Operations, Eranove Côte d'Ivoire; **Amadou Hott**, Vice-President, Power, Energy, Climate and Green Growth, AfDB.



Amadou Hott

“The money is there, but there are no bankable projects. The Bank needs to play a catalytic role to crowd-in more private sector investments in the energy market in Africa”

Aiming to resolve our electricity problems within the next ten years is a daunting task, but possible if we build strong partnerships. Vietnam and Bangladesh have achieved extraordinary results over the last years, and Kenya is our continent’s showcase country. Donor money alone will not be sufficient; we need \$40-50 billion/year over the next ten years to achieve our renewable

energy targets. The Bank must play a leadership role to coordinate the various efforts, and to leverage development finance institution funds to catalyze private sector money in the form of pension funds, private equity funds, etc. PPP is a viable option to solve “bankable” issues but institutional capacity at the government side remains an issue for investors. ■



“We need a regulatory framework to favor off-grid energy.”

Marc Albérola

We are obviously interested in developing renewable energies, which are abundant, locally available and therefore offer options for competitively priced energy access. Governments and their development partners must find the institutional and regulatory arrangements that favor this type of energy development. In Mali, which has the capacity and investment framework, we are currently building a small 42 MW hydro power plant on the Niger river.

We believe that it is preferable to develop very local, off-grid renewable energy solutions rather than investing in large power plants to produce renewable energies, as these create other issues such as costly distribution networks.

Government focus should be on accompanying local micro-hydraulic and biomass power-production projects, especially in areas without electricity. Local compa-

nies and individuals should be capacitated to exploit them to an extent where they will develop revenue-generating activities and therefore the capacity to auto-finance solutions and pay for the services.

PPPs are vital elements in offering affordable energy solutions. To bring down the price of services to an acceptable level for rural populations where the private sector finances let's say 30% of a power plant project, the State could contract the remaining 70% of financing, passing on the benefit of its loan conditions to end users of the energy services. ■



“We need incentives to drive power supply away from fossil fuels towards a more diversified mix of energy.”

Vanessa Ushie

When discussing powering Africa and closing the energy gap, we must distinguish between interrelated structural issues. Is our focus on providing energy for industrial use or giving access to energy to the poor? The latter is just as strategic, since it equates to meeting the demands of the poor for multiple uses—cooking, education, small-scale agriculture and small businesses.

The heavy carbon footprint of natural resource extraction is highly regressive, creates few local jobs, and diverts resources. Climate change is affecting how we transform our economies, societies, and lives in Africa. The New Deal and High 5s in general must build local resilience and ensure that projects designed to increase energy access are climate-proof investments. Regional development financial institutions must confront the structural problem of relying on natural

resource extraction as a basis for industrialization. In the Bank’s shift to renewable energy, it must find the right balance between resources and incentives, and between off-grid and on-grid electricity. ■

Falling prices of renewables, growing numbers of rooftop smart and micro-grids, improvements in power efficiency, reduction in waste and emissions; all need to be tracked regularly. Environmental and health outcomes should be evaluated in parallel. What are the outcomes for women’s health, for example, of the clean-cook stove initiative?



“In the current energy mix, Africa relies on fossil fuels for 50% of its energy, which is unacceptable.”

Aka Hyacinthe Kouassi

In the current energy mix, Africa relies on fossil fuels for 50% of its energy, which is unacceptable. This must and can change given Africa’s enormous production potential using renewable resources. Côte d’Ivoire, Guinea, and Equatorial Guinea are examples of countries that produce electricity primarily using hydro and thermal energy.

We need to strengthen governance in the energy sector, carry out an evalua-

tion of the renewable energy potential, and draw up a clear policy promoting renewable energy and ending subsidies to the fossil fuel industry. The institutions created to promote renewable energies remain undeveloped.

It is important to establish a regulatory framework that encourages private investments, with appropriate implementation measures and reassurance of government commitment. ■

The role of a Development Finance Institution is to:

- Build government capacity.
- Help governments develop a diversified energy mix.
- Increase the number of bankable renewable energy projects.
- Provide the financial resources necessary to produce a leverage effect for the market and trigger private sector investments.
- Increase programs for small-scale financing in rural areas, in partnership with social funds, NGOs, and other development initiatives.



“In Ghana, we lose 12% of our GDP to environmental degradation. We cannot grow now, then debate and clean up later.”

Elias Ayuk

We know that when the space shuttle passes over Africa, it is dark. We have done too little to provide electricity in a context where energy holds the key to structural transformation in many countries. When evaluating the benefits of providing power, we should take a holistic approach that encompasses knock-on effects to education, health, and small and medium-sized enterprises etc.

In Ghana, we have been challenged to provide sufficient power over the last few years, and this has had direct implications for SMEs. The power supply is therefore an urgent issue for the country’s development and we must include renewable energy alternatives when we address it.

The USA has a deliberate strategy to pursue fossil fuels. Next year it will be the world’s largest oil producer. Here in Africa, the cost of environmental degradation is high and is growing. Energy access directly impacts health, education, and trends in rural-urban migration. 2012 data shows that in Ghana we lose 12% of our GDP to environmental degradation. We cannot grow now and then debate and clean up later.

I’d like to suggest that we follow the six I’s to achieve our aspirations: Ideas, Incentives, Innovations, Institutions – political institutions, market institutions, etc., Infrastructure, and Implementation. ■



Batio Bassière, Minister of the Environment, Burkina Faso

“We need to promote a green economy through regulations that foster investment, effectively managing technology transfer, and by providing innovative financing mechanisms for the private sector that break de facto monopolies. In Burkina Faso, a National Renewable Energies Promotion Agency was recently set up at a Council of Ministers’ meeting. A solar power station is under construction in Zagtouli to supply energy to Ouagadougou.”



“15 years ago, a country-led program in Rwanda aimed to put up off-grid power facilities in every community across the country. The government remained committed and involved throughout, and the implementation has been successful”

Ramachandra Jammi, Senior Evaluator, IEG, World Bank.



Knowledge Café

What are the recommendations for an effective implementation of this High 5?

Participants noted that with its 'New Deal on Energy', the Bank is now adopting a more holistic approach to light up and power Africa.

Participants from IDEV, currently conducting an evaluation of AfDB funded rural electrification projects, point out that less than 5 percent of rural populations in sub-Saharan Africa have access to electricity, the lowest access rate in the world. This is due to the fact that the high cost of electricity supply in rural areas and the limited capacity of households to pay for services make it difficult to attract investment. At country level, there should be a system of tariffs and subsidies that ensures sustainable cost recovery while minimizing price distortions. In most countries, subsidies have so far failed to provide utilities with incentives to invest in rural electrification.

The approach focuses less on projects and more on solutions to power problems in Africa. The mandate of the Bank includes providing contextual advice which fits the country's strategy for development. The Bank is enjoined to first identify the needs of a country prior to its intervention there. To facilitate implementation, participants unanimously think that the Bank should carry out evaluability studies prior to its intervention in the power sector. Finally, the Bank is urged to draw appropriate lessons from its own experience prior to any new intervention; harmonize with good practices of other donors on the Continent in order to enhance development effectiveness; and reinforce the monitoring system as basis for ensuring success.



LESS THAN 5%
OF THE RURAL POPULATION IN
SUB-SAHARAN AFRICA
HAS ACCESS TO ELECTRICITY



<https://goo.gl/ZfG2gX>

Feed Africa





From left to right: **Anne-Sophie Le Dain**, Nutrition Manager, UNICEF Côte d'Ivoire, **George Mavratos**, Senior Research Fellow & Program Lead, Nigeria Strategy Support Program, IFPRI; **Fadel Ndiame**, Head of AGRA West Africa operations, **Moderator: Oscar Garcia**, Director, Independent Office of Evaluation, IFAD, **Daniel Alberts**, Senior Manager, GAIN, **Chiji Ojukwu**, Director, Agriculture and Agro-Industry Department, AfDB

Keynote Address

by J. Chris Toe, Senior Advisor for Country Strategic Planning at the World Food Programme

The region remains home to a disproportionate share of the global burden of hunger and undernutrition at a time when the economic tailwinds that helped many countries reduce extreme poverty and improve other human development indicators over the last decade are waning; and the impediments are multi-dimensional and complex:

Where do we begin to fulfil our commitment, obligation and responsibility to the hundreds of millions for whom despair, depravity and hopelessness have become the new normal? Where do we start to drive the transformative change that has eluded Africa for far too long, but must now be delivered in the interest of today and tomorrow's generations?

I believe we must start by focusing on the most vulnerable and the recognition that

reaching Africa's hungry poor requires a fundamental revolution in how we collectively work; and that doing business as usual is insufficient. If we fail to change what we do, and how much we do, we will not realize change in the time or at the scaled-up levels required.

In fact, if we keep responding in the same way, evidence suggests that by 2030 some 650 million people, many of them in Africa, will remain left behind, trapped in hunger's vicious cycle.¹ And if we fail to mitigate climate-change by 2050, an additional 200 million, many in Africa again, will join the ranks of the hungry poor.

Achieving food and nutrition security for those furthest behind, in Africa and in the world, thus requires addressing several blind-spots.

¹ Source: FAO, IFAD and WFP (2015). Investments Need for Eliminating Hunger by 2030.

The first is to address conflicts, which are increasingly at the root of protracted crises, and along with the resulting instability, the leading causes of food insecurity and undernutrition. In 1990, 12 countries in Africa were facing food crises. Just 20 years later, a total of 24 countries in Africa were in food crises, with 19 of these in protracted crisis and therefore acutely vulnerable.

More than 125 million people are currently affected by humanitarian crises,² including in conflict settings such as Nigeria, South Sudan and the Central Africa Republic. Greater effort toward reconciliation and understanding will be required, and strong political commitment is necessary to address the roots of protracted crises. Action should focus on addressing vulnerability, respecting basic human rights and integrating humanitarian and development assistance.

The second action is to address climate risks for smallholder farmers, at the front-

line of food security and stability in Africa. We must prioritize support to smallholder farmers, especially those who are impacted by climate change and conflict. Climate change affects all of the components of food security: availability, access, utilization and stability. According to FAO, climate change could reduce potential agricultural output by up to 30 percent in Africa, and cause food prices in Africa to rise by 12 percent in 2030 and 70 percent by 2080. Realizing the potential of Africa's small farms will require employing new tools, including mobile technology for information transfer as well money management; and expanding access to data analysis tools that will enable governments and other organizations to more effectively support farmer needs and increase private sector investment.

The third blind spot is the extension of social protection and safety nets to address the challenges of the bottom quintile, and to leave no one behind.



Chris Toe

“Through Sustainable Development Goal 2, our leaders have called for accelerated action to end hunger, achieve food security and improved nutrition and promote sustainable agriculture”

¹“Commitment to Action – Transcending humanitarian-development divides – Changing People’s Lives: From Delivering Aid to Ending Need.” World Humanitarian Summit.

I believe we must start by focusing on the most vulnerable and the recognition that reaching Africa's hungry poor requires a fundamental revolution in how we collectively work; and that doing business as usual is insufficient. If we fail to change what we do, and how much we do, we will not realize change in the time or at the scaled-up levels required.

Social protection comes in many forms, including cash transfers, school meals, public works schemes, and insurance programmes. In conflict settings, protracted crises or simply situations of extreme poverty, including in Africa, school meals efficiently combat hunger and reduce absenteeism, and they provide incentives for children, particularly girls, to learn and stay in school.

Rolling-out social protection for all the world's hungry people, including Africa, may seem like a pipe-dream; it is not. A 2015 study undertaken together with FAO and IFAD estimates that an average annual investment of only \$267 million dollars would be required. This is just a fraction of hunger's estimated \$3.5 billion yearly cost.

The fourth action is to empower women, and in so doing reinforce their roles as the drivers of development and peace. In Sub-Saharan Africa where women provide between 40 and 80 percent of the labour-force on smallholder farms, only 5 percent of extension resources are targeted specifically to women; they own or manage less than a quarter of the total agricultural land; and they access less than 10% of all agricultural credit.

The world's poorest women require well-designed financial investments such as credit or program implementation, including extension schemes to empower them to transform their lives. These changes must be accompanied by land policy reform which gives the most vulnerable more access to land ownership, including inheritance opportunities.

The fifth and final blind spot is to harness the power and embrace the opportunity for building strategic partnerships to feed Africa and to achieve zero hunger in our lifetime. Progress on the two fronts will depend on partnerships that go beyond and across sectors and areas of expertise. Multi-stakeholder engagement is crucial. The Sustainable Development Goals and Africa's continental frameworks are a once-in-a-generation chance for all of us – governments, private sector, donors, national NGOs, international NGOs, civil society, UN agencies – to work together in addressing these critical blind spots.

Doing so will ensure that Africans, particularly the poorest and most vulnerable people, not only have the opportunity to feed themselves today and tomorrow, but that they also have the hope that we will consign hunger to history." ■



“The challenge is to ensure the translation of policies and strategies into concrete action at a decentralized level, with solid monitoring and evaluation systems, as well as equitable implementation”

Anne-Sophie Le Dain

A foundation for sustainable development.

Nutrition is a pillar of equitable and inclusive economic development. It should be at the heart of development action in Africa because the lack of action has extremely serious consequences for the survival of the most vulnerable, contributing largely to child/infant morbidity/mortality and maternal death, and growth retardation. The latter is also associated with non-optimal cerebral development likely to have lasting repercussions on intellectual capacity, academic performance and future remuneration. In turn, this affects the economic and social development potential of countries that leads to loss of 3 to 17% of GDP. Some countries have already shown considerable progress in reducing growth retardation – Ethiopia, Ghana, Kenya, Liberia, Rwanda and Tanzania, to mention but a few. This is proof that it is possible to make a difference. It is urgent that more countries follow this trend. To do so, evidence shows that it is

necessary to develop national multi-sector approaches, such as water, hygiene and sanitation, health, education, early childhood development, social and agricultural policies. The prevention of malnutrition is one of the most cost-effective interventions to break the poverty cycle and contribute to the attainment of the Sustainable Development Goals that are closely linked to nutrition.

A nutrition-sensitive agricultural sector

By investing in nutrition-sensitive policies and programs, the agricultural sector will become more efficient and could maximize its impact on the continent's human and economic development. Key actions involve:

- a) Emphasis on improving access to nutritive foods (production, conservation, processing, transportation), including for young children. This requires strengthening partnership with the private/agrifood sector;

- b) Considering the role of women in agriculture, their empowerment and the consequences of women's agricultural work on childcare when designing programs;
- c) The use of agricultural programmes as platforms to offer and improve the demand for direct nutrition interventions, for example by engaging agricultural workers in community-based programs;
- d) The contribution of the agricultural sector to the creation of a critical mass of human resources engaged in nutrition: continuous training but also incorporation of nutrition in the curric-

ula of agricultural training schools (e.g. technicians, engineers, etc.).

- e) Systematic integration of nutrition objectives and measurable indicators in agricultural programs.

A nutrition-sensitive agricultural sector will contribute to the global drive to sustainably prevent growth retardation and all forms of malnutrition, to ensure the optimal development of African people and nations. The challenge is to ensure the translation of policies and strategies into concrete action at a decentralized level, with solid monitoring and evaluation systems, as well as equitable implementation. ■



“Do we want an African food system designed to produce stunting and malnutrition, as it appears to be doing today?”

Daniel Alberts

The High 5s translate “Nourrir l’Afrique” as Feed Africa. Feeding Africa must also mean nourishing Africa, as the French term implies. Is the African food system designed to be nourishing? If you consistently get the same result, you know that the system is designed to give these results. Do we want an African food system designed to produce stunt-

ing and malnutrition, as it appears to be doing today?

From 1990 to 2014, the numbers of stunted children in Africa rose from 47 to 58 million while over the same period the number of overweight children rose from 5 million to 10 million. We must make sure that the food we are producing and consuming helps people meet

From 1990 to 2014, the numbers of stunted children in Africa rose from 47 to 58 million while over the same period the number of overweight children rose from 5 million to 10 million.

their micronutrient needs. Micronutrient deficiency greatly impacts development, leaving people without sufficient cognitive capacity or the ability to work. While the estimates of costs differ, they represent about 10% of GDP, which is too high.

Some images are characteristic of nations and disparities in nutritional education. That of a woman in Malawi, sitting beside the road under a tree trying to sell five tomatoes, remaining there until the tomatoes are sold or spoiled and fed to animals or eaten by her. That of a mother in Tanzania who, when she buys groundnuts or maize, has no idea about their possible toxins and the govern-

ment's role in protecting her. That of a mother in Kenya producing or buying fortified vegetable oil for her family but unaware that she is helping to improve the micronutrient status of her family thanks to the political will of her country. We see an image of a teenager in Swaziland buying Coca Cola and a loaf of white bread for lunch.

Our goal is to identify how to achieve and measure impact. I suggest that we consider everything in-between agriculture and consumption and find ways to measure the impact we are having on the system. A lot more work must be done to understand the food system that we are working with. We know that you cannot move what you cannot measure but you cannot measure a concept that you do not understand.

The government has a very strong role to play, as does the private sector and the development actors. They can all contribute to establishing a food system that helps achieve economic development from agriculture and that meets the micronutrient and nutrition needs. ■



“We must ensure that there are incentives for young people to enter and make a living from agriculture”

Chiji Ojukwu

The Feed Africa initiative has defined 8 areas of priority:

1. Self-sufficiency in rice. We produce only 13 million metric tons, about 50% of the rice that we need. Feed Africa sets a 5-year goal for rice production of 26 million metrics tons.
2. Increase cassava productivity from 10 metric tons/hectare to 16 million tons/hectare, and add 52 million tons by 2025.
3. Food security in the Sahel, with sufficient livestock and cereal production.
4. Unlock the potential of the African Savanna, inspired by Brazil's transformation of its Cerrado into a food basket for the world by focusing on cereals, and increasing maize production from 1.8 million to 5.4 tons/hectare.
5. Revitalize our tree crops: cocoa, coffee, cotton, and cashew nuts, among others.
6. Promote horticulture and produce our own vegetables to save the \$16 billion we currently spend on imported vegetables.
7. Grow to 1.7 million commercial farmers producing wheat.
8. We need 5 million metric tons of fish to become self-sufficient, as opposed to the 2 million tons currently produced.

The AfDB Feed Africa initiative seeks to address four main issues: poverty, malnutrition, food imports, and food transformation.

420 MILLION PEOPLE

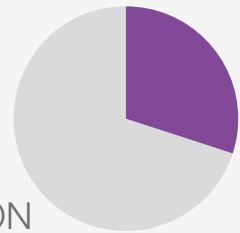
LIVE BELOW THE POVERTY LINE OF

\$1.25/DAY

AND THE NUMBERS ARE RISING

OVER 30%

OF AFRICAN CHILDREN SUFFER FROM MALNUTRITION



AFRICA DOES NOT PRODUCE ENOUGH FOOD TO FEED ITSELF AND IMPORTS A NET VALUE OF

\$35.4 BILLION OF FOOD EVERY YEAR



AFRICA PRODUCES 75% OF THE WORLD'S COCOA

YET ADDS LESS THAN

20%

TO ITS VALUE



THE CHOCOLATE INDUSTRY IS WORTH **\$100 BILLION/YEAR**

BUT AFRICA'S SHARE IS CURRENTLY ONLY ABOUT

10%

Policies and the enabling environment.

To achieve these objectives, we must ensure that there are incentives for young people to enter and make a living from agriculture. We should also design programs which take technology into the field to help farmers. The AfDB has set up a program to bring young people into agriculture, and an affirmative action fund to

provide women with the resources they need to get into agriculture.

Given that the cost to Feed Africa as described here will be between \$30-40 billion/year, we need to establish programs to catalyze financing. The AfDB seeks to lend \$2.4 billion annually, which will reach \$24 billion annually by working with partners and through the leverage effect. ■



“Local stakeholders must be empowered to invent the solutions to overcome the challenges”

Fadel Ndiame

Some significant changes currently give hope that agriculture can actually be at the center of transformation in Africa. First, there is highest-level of political commitment to put agriculture at the center of our development and an accountability framework that tracks progress, naming and shaming those who do not perform well. There is also significant donor interest and more

commitment than 10 years ago, now that agriculture is back on the agenda. Agriculture probably has the best prospects of ending poverty and creating wealth. 70% of Africans work in a sector with significant yield gaps and income gaps that we can fill. The private sector is the third game changer, since agriculture can now attract investment, create employment and wealth.

AGRA believes that transformation must be innovation-driven, smallholder-centered and market-led. We must listen to smallholder farmers and women farmers, giving them the choice of which crops to grow and sell. Local stakeholders must be empowered to invent the solutions to overcome the challenges. This requires building systems that can respond to the needs of smallholder farmers, creating market

opportunities, and having supportive national policies. We need to rebuild agricultural systems that attract young people to agriculture and use technology to help produce the quality and quantity of food we need. We also need to rethink delivery systems to incentivize farmers and adopt policies that enable farmers to anticipate price fluctuations and avoid seeing their profit margins eroded. ■



“You cannot transform agriculture without energy, infrastructure, investment in human capital, education, and the over-arching integration process”

George Mavrotas

A very substantial part of the population in Africa works in the rural sector and a very substantial number of these people live below the poverty line. Investing in agricultural productivity will improve employment opportunities in rural regions.

Apart from comprehensive vocational training, the agriculture education curriculum in lower and higher education institutes in Africa needs to be revamped to better prepare students for jobs in agriculture and make the sector attractive. Gender programs should be well targeted to ensure that women are included in all aspects of agriculture: access to land,

inputs, markets, technology, extension services, and finance, etc.

We also need to see a change in donor investment trends in agriculture. The agricultural sector policy needs to be part of a bigger picture that considers other economic sectors. You cannot transform agriculture without energy, infrastructure, investment in human capital, education, and the over-arching integration process.

Institutions and policy mechanisms and policies must be strengthened by aligning national policies to the Feed Africa agenda and mobilizing political will and resources. ■



Knowledge Café

Who should feed Africa and how should Africa be fed? How can evaluation help in the design and better implementation of interventions to feed Africa?

Participants were unanimous on the need to raise awareness, particularly in rural areas, on the imperatives of monitoring for development effectiveness, yet participants concurred that most governments do not have adequate evaluation structures in place. There is a need to carry out an evaluation of Africa's potential in food production and conservation. If results show that Africa has this transformation potential many issues will be solved.

At the design and project implementation stage, a participatory approach would ensure that the needs of the beneficiaries are heard. Participants voiced their concern that most projects are designed with the interest of the donor rather the community at the forefront, resulting in ambitious yet unachievable projects. The lack of sensitization on the impact of projects drastically reduces ownership by beneficiaries and therefore impacts

the sustainability of the programme. Participants agreed that the solutions to feed Africa go beyond programmes for agriculture. There is a need to involve governments, the community and the private sector in planning resilience and food security.

Monitoring and Evaluation experts are often lacking during the design phase. The participants feel that there is a strong need for quality baseline data as a basis for measuring performance. The baseline allows the measurement of successful parameters that are used as indicators. Without the inclusion of all relevant factors at the baseline phase the evaluation fails to capture all important aspects of the projects including deliverables and failures. Also, cultural, traditional and anthropological aspects are lost when the project puts emphasis on quantitative data. The action points noted by participants include carrying out evaluability studies prior to project implementation. Evaluation should consider sociological aspects of the community.



Foreground, left to right: Kako Nubukpo talking to session moderator Erik Nyindu Kibambe, News Director Voxx Africa.

Background left to right: Antonin Dossou, Batio Bassière.

Leadership matters

**Kako Nubukpo, Economic and Digital Director, IOF;
Former Minister of Togo**

“We, as African leaders, have a legitimacy issue. We are not the spokesmen of our societies. We need to build a shared vision, otherwise our evaluation exercises will be branded as arbitrary. How can we forge trust between pan-African institutions and the AfDB? Between the elite and the population? Between the members of the population themselves? We must start by making political leaders aware that evaluation is not like an audit. More than the outcome of an evaluation, what is important is the learning process which accompanies it.”

**Antonin Dossou, Director at the BCEAO;
Former Minister of Benin**

“In my view, there are three conditions to be fulfilled for the success of the High 5s. Firstly, we must improve the leadership capacity in our African states, at all levels and in all areas. Leadership must be understood as the ability of someone to be voluntarily followed and thus to effectively influence their collaborators to achieve common goals. The expected characteristics of the leader are vision, ability to communicate, discipline, integrity, humility and openness.

Secondly, we must strengthen the capacity for self-reflection in our countries and in our institutions: we must really learn to think for ourselves and find concepts, programs and projects adapted to the specificities of Africa. One consequence of this is the need to strengthen research and development in Africa at all levels and in all fields.

Thirdly, we must improve the capacity to steer and implement policies. We are indeed very good at drafting reports but not very effective in their implementation, and this is often due to the lack of an obligation of results.” ■



<https://goo.gl/d3Qblw>

Industrialize Africa





From left to right: **Per Øyvind Bastøe**, Director, Evaluation Department, Norad, **Mariam Dao Gabala**, CEO of MDG Consulting, and Chair of the Board of Solidaridad, **Soraya Mellali**, Executive Director, AfDB, **Moderator: Sumir Lal**, Director of External Affairs, World Bank, **Edward Marlow**, Head of Sub-Saharan Africa Client Group, Crédit Suisse (not visible in photo), **Tim Turner**, Chief Risk Officer, AfDB



“Many evaluations note contributions to job creation but it is difficult to attribute job creation to a single agency’s intervention”

Per Øyvind Bastøe

Across the continent, there is little variation in constraints to Private Sector Development (PSD). The findings from a Synthesis Report covering 33 evaluations of support for the private sector reveals that the six largest obstacles to doing business in Africa are:

1. Lack of access to finance (for larger firms) and electricity (for smaller firms)
2. tax rates
3. informal sector competition
4. political instability
5. corruption
6. inadequate worker and management skills

Many bilateral donors also consider lack of or poor quality infrastructure to be a key constraint.

Overall, the report found that donor strategies were aligned with national PSD strategies, but translating policy alignment into selective interventions is challenging. Not surprisingly, the evaluations clearly found that in-country presence by donors was vital for improving consultation with the private sector. Donors without field presence ran a higher risk of irrelevant design, inadequate supervision, and poor efficiency in program delivery.

An interesting finding is the lack of clear documentation on the relevance of PSD programs to poverty reduction. Many evaluations note contributions to job creation but it is difficult to attribute job creation to a single agency's intervention. Bearing in mind that most of the poor live in rural areas, many agriculture and agro-business priorities and donor programs countries in these areas were well aligned with government programs.

The synthesis report shows that there is a need for an updated regulatory framework to keep up with changes in the global trade environment. While the evaluations provided no clear answers on the effectiveness of reforms, several of them highlighted political will, government commitment, and stakeholder ownership among key success factors.

Banks were found to be more efficient in their capacity to deliver services than public sector institutions, which have long approval processes and poor design issues. The study found mixed evidence

of the effectiveness of many of the financial instruments but one clear finding is that financial support was more effective when coupled with technical assistance and capacity building. Interventions in targeted sectors, particularly in agriculture, were quite effective.

Sustainability is a weak area, primarily because it is not considered in the design stage. When sustainability was considered during program design, the focus was more on the financial sustainability of the implementing agencies than on institutional sustainability. A capacity assessment of a donor's intermediaries and the government would help donors address the sustainability issue. Also, we must ensure that donor support packages include capacity building for intermediaries designed to strengthen institutional capacity and business support institutions to create the right conditions for success (specifically when targeting SMEs).

The report pointed to the need for donor interventions to emphasize additionality and catalytic impact. We must go beyond "gap-filling" towards an integrated approach focused on additionality and catalytic impact that can lead to changes in market structure, behavior, and to mitigate the risk of market distortions.

Rigorous monitoring and evaluation systems focused on outcomes and integrated throughout the life cycle of PSD interventions are important to design, implement and invest. ■



Massogbè Toure-Diabate Chairperson,
Women Entrepreneurship Committee,
Confederation of Large Businesses in Côte
d'Ivoire (CGECI)

“I own an enterprise that produces, processes, and sells cashew nuts. While this puts me in the agro-industry sector, I would say that my enterprise is more agricultural than industrial. Mine is an enterprise that employs nearly 800 employees, of whom 90% are women, and it is their energy which has made Côte d’Ivoire the leader in the production and export of cashews”

To paraphrase various ministerial declarations, the lack of cooperation between government and the private sector is slowing the rate of Africa’s industrial transformation. Vietnam, after only 15 years in the industry, has almost topped us in the almond industry. It produces, processes and imports from Africa to transform in-country, creating employment, wealth and financial gain from the final export product. We may draw inspiration from these governments whose strategic decisions have boosted industries.

The private sector is the motor of development and must be heard if governments are to design appropriate policies for sustainable industrialization. African governments lack the capacity to establish industrialization without the private sector, and should take the measures necessary to establish partnerships between the public and private sectors and to mobilize the necessary resources to invest in energy and infrastructure.

For Africa to be industrialized, businesses must have institutional support and mechanisms adapted to each sector. We need a business climate that encourages processing, fiscal exemptions for the materials to industrialize, financial incentives for processing, incentives to extend industrialization, and easier access to finance.

The other brake on our industrialization is the lack of trained labor and poor coordination between training and jobs. We need to examine our human resources and better align our education systems with our labor market needs.

We need a high-quality finished product for a demanding client, which requires qualified labor. We need better information, training, and government support to replace poverty with added value. Most of all, Africa needs effective strategies and concrete actions to effectively transform our natural and human resources into sustainable industrialization. ■



“We must start by redefining industrialization and by meeting our own needs”

Mariam Dao Gabala

We cannot move towards African industrialization unless we challenge the current models, beginning with our own definitions of industrialization. We can't move towards globalization if we can't meet the needs of African countries and people. Africa should not industrialize first and foremost to export; we must start with internal needs.

In addition, we must change how industrialization is financed. We are too reliant on external assistance for industrializing. People from the outside can only bring us what they know works in their environment, but this may not be adapted

to what we need or want. We can take micro-finance as an example. We too often say that we're too poor and without resources, yet we know that the poorest people save the most and know how they want to use savings. We must generate resources internally ourselves and challenge our central banks, using the example of micro-financing models. Let's innovate and generate our own resources. If Africa continues with the same thinking and financing model for its industrialization, we risk repeating the same mistakes. We need to find solutions that are adapted to us. ■



“The continent now has the means to launch a new generation of industrialization, and countries with a head start can lead the way”

Soraya Mellali

Africa has de-industrialized over the last four decades, moving steadily away from industrial processes. Africa can catch up and industrialize quickly by drawing on lessons from the Asian success stories, where stable governments have reassured investors and where constructive policies have opened markets and fixed favorable trade and currency rates.

The continent now has the means to launch a new generation of industrialization, and countries with a head start can lead the way. Ethiopia, Tanzania, Ghana and Côte d'Ivoire are some examples. We should be promoting regional value chains helping local industries which produce manpower-intensive products to move up the value chain.

Changes in the global economy also present opportunities for the continent. As China moves away from its role as an exporter to one as a consumer and an investor, for example; we can take advantage and find new ways to fill the gap and become part of global value chains.

Despite the numerous opportunities with China and at the regional level, free trade and the international fragmentation of production value chains, the continent still has to overcome major industrialization hurdles. Poor infrastructure reduces productivity and the inherent costs of poor roads, transport, water and connectivity for example are too high. If African industries are to become competitive, considerable national investment in infrastructure is needed. ■



Edward Marlow, Tim Turner
(L to R)

“The biggest impediment to industrialization is that governments are unpredictable in their policy responses to a whole range of enablers – physical infrastructure, capital markets, and human development”

Tim Turner

Edward Marlow

Providing infrastructure is critical to enabling industrialization. Ethiopia has very much focused on building its industrial enablers and has invested in government-led infrastructure programs, which assumes that the government builds and industrialization follows.

Government enablers for the industrial base is an example to follow. Commercial banks of capital are risk-averse, balance-sheet constrained, and reliant on investors who demand high returns. Development Banks can assist by providing credit guarantees or persuading governments to

guarantee project risks. Also, the early involvement of quality lending mechanisms such as the AfDB is the best way to encourage the commercial investors and pension funds into the programmes on a long term basis.

Tim Turner

African governments should encourage industrialization with appropriate policies. They should set the rules, the regulatory processes and create an enabling environment, i.e. A level playing field for the players. They should, however, abstain from trying to define the players in the game.

The biggest impediment to industrialization is that governments are unpredictable in their policy responses to a whole range of enablers – physical infrastructure, capital markets, and human development. The recent shock in commodity prices has revealed how many governments responded too late or did too little. Commodity industries and the private sector are not the only ones to have suffered as a result of their poor response. Capital markets and rating agencies also reacted negatively to poor government reactions. There has been a significant downgrading in

poor shock-response countries over the past 5 years, shying financial markets away from investing capital, and thereby creating a downward spiral.

We need to focus our attention on creating strong, predictable policy responses.

Development needs are far beyond the lending capacity of most development banks, which means that the business model may need to be rethought from a buy-to-hold model to seeking private investors to share risk. Financial sustainability is the precursor to all sustainability. ■



Knowledge Café

Participants were unanimous on the fact that industrialization is the missing link in the true transformation of Africa. The main goal for development evaluation should be to effectively address the African paradox of experiencing poverty while being rich in natural resources. There is too much exportation of these natural resources in raw forms without value addition measures, and value addition benefits. The industrial sector is the one that can provide the strongest economies of scale, sustainable growth and job creation.

Participants agreed on the need for a **human-centered** approach, with focus on capacity building, and gender inclusiveness. They highlighted the need to change mentalities and create an enabling envi-

ronment engaging the people, policies, systems and stakeholders.

To achieve this goal, participants suggested using innovation and appropriate technologies as inputs and outputs of the industrialization process, both at large-scale project and small-scale project level. They also highlighted that economic integration and the availability of electricity are key to sustain the industrialisation of Africa. Evaluation should include the question of good governance and address the issue of competitive advantage. Participants recommended strengthening evaluation and monitoring capacities within communities and better communicating and disseminating evaluation results.



<https://goo.gl/Demh1O>

Integrate Africa





“All the regional integration mechanisms are extremely dependent on external funding yet there is surprisingly little systematic evidence about the effects of donor support and development financing on regional integration”

Fredrik Söderbaum, University of Gothenburg, Sweden

Since the 1960s, regional integration (RI) in Africa has been strongly pursued. Changing objectives, strategies, and institutional designs have led to a greater diversity of African integration mechanisms in a context of globalization, including regional organizations, networks, and functional regional programs as well as bottom-up regionalism.

Greater diversity of regional cooperation and integration mechanisms notwithstanding, poor performance and the lack of evidence-based results among African regional organizations have led to reduced external funding. There is, therefore, an urgent need for system-

atic, high-quality evidence from evaluation and research. There is little evidence regarding the mechanisms that perform best or the development finance that works best and has the best development impact, or what institutional design has the best development impact.

Development banks say that lack of funding is not the main problem for regional integration. Rather, they claim that the problem is to identify and design projects that are sustainable and/or bankable.

Even more urgent than economics and funding, therefore, is the need to get politics and governance right. Several

decades of capacity building to State-led regional organizations has not closed the implementation gap. Organizational problems, poor relations with member states, countries that by-pass regional organizations, and conflict among

member countries remain hurdles to improved regional integration. The lack of results frameworks and poor reporting also create issues with donors and other integration stakeholders. ■



“Political commitment and national buy-in are important to getting regional governance right. Capacity in national ministries needs to be strengthened for national implementation.”

Nyamajeje Caleb Weggoro,
Executive Director, AfDB

Several agreements, initiatives and plans to integrate Africa have made a difference and impacted the lives of Africans – the Lagos Plan of Action, the Abuja Treaty of 1991, The West African Economic and Monetary Union of 1989, the Common Market for Eastern and Southern Africa of 1994, the Southern African Development Community of 1980, and the Intergovernmental Authority on Development of 1986, to name but a few.

We must begin by understanding the nature of regional integration, which is not the equivalent of development. In fact, its impact is not always positive for all stakeholders.

If we are to remove the barriers to regional integration, we must work hard to improve politics and regional governance, which is currently fragmented and overly focused on outputs at the expense of outcomes and development impact. For example, while advantages of regional infrastructure projects such as cross-border roads and corridors are widely considered to have a positive impact at regional level, there is a poor record of implementation.

We must collectively determine which regional integration mechanisms perform best, and ensure that every country is strongly committed to the

design of new programs. Public perception of regional economic communities and their roles is poor. Too much bureaucracy has limited outreach to grassroots participants and too many discussions exclude the people who are actually involved in business, research and work across borders.

As we move forward, we must demonstrate the positive results of regional integration and its impact and ensure that the process is inclusive and participatory at local, national, and regional levels. Clearly, we must define and demonstrate the impact of regional integration to stimulate stakeholders' interest in it. ■



Knowledge Café

How can we design and implement meaningful evaluations to support effective, efficient integration in Africa?

Participants agreed that the object of evaluation must be defined when evaluating projects in the context of regional integration, since the definition given affects the choice of methods and questions. The fact that regional integration is driven by multiple factors makes it even more important to clearly define the object of the evaluation for evaluability assessment purposes.

Participants first identified the following objects of evaluation in the context of regional integration: projects; programs; regional economic communities (RECs), and national policies geared towards regional integration, etc. They subsequently discussed the importance of regional integration indicators and agreed, unanimously, on the multi-dimensional nature of the process (political, economic, cultural, etc.) and the need for myriad indicators. They noted the lack of consensus on commonly-accepted indicators of regional integration

making it important to define appropriate indicators.

Evaluation teams need the skills to accommodate the multidimensional nature of regional projects. Some participants therefore recommended including new disciplines in the evaluation team – environment, risk management – so that the impacts of political, financial, economic, operational, marketplace, and environmental issues on regional integration programs could be assessed. Others recommended that new technologies along with new skills to use them be introduced to monitor data and real-time data to improve implementation.

Timing an evaluation team's involvement with a project is crucial, and several participants pointed out that evaluation teams often come a little too late; they recommended that they be involved from the outset. Others argued that this could compromise the independence of the evaluators, and emphasized that it was important to distinguish between ex-ante evaluation, monitoring and evaluation, and ex-post evaluation.



<https://goo.gl/DemhIO>

Evaluation Choices





“Lobbying for evaluation should get everyone involved in the process: The Board, Management, staff but also civil society”

Ruben Lamdany, Deputy Director, Independent Evaluation Office of the International Monetary Fund

Self vs. Independent Evaluation

Self-evaluation often affords more ready access to information. It can have a timelier impact on policies and practices, as well as on staff learning.

Independent evaluation can question more fundamental issues. It can add credibility and weight from being able to speak the truth to power.

A Lessons vs. Recommendations Role

Evaluation offices are best placed to draw conclusions and lessons from evaluation findings. They can also provide high level general recommendations.

Boards need specific monitorable recommendations to track implementation, which are better proposed by IFI management rather than the evaluation office.



<https://vimeo.com/194059265>

Improve the Quality of life for the people of Africa



Evaluation Week Photo Contest – Second prize

Yanick Frutueux Cadnel Folly,
Bénin

A young man holding a flashlight in his hand, and a bag of coal on his head, stands in the middle of railways, in the commune of Allada in Benin. What is the best energy mix to light up and power Benin, and how can we industrialize processes to improve the lives of the millions of young men like the one in the photo, across Africa?



“How can we get rid of the barriers of ethnocentrism? Of poor governance? The propensity to choose the short term? Of easy profit? In other words, how can build a society based on values?”

Antonin Dossou, Director at the BCEAO,
Former Minister of Benin

Despite its strengths, potential and some progress, Africa generally lags in development. The African Union’s Agenda 2063 for the development of Africa aims to remediate by building an “integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.”

We must do more and better if we are to achieve the economic and social development of Africa, for prosperity cannot be built without effort, without perseverance, without a collective spirit.

In this respect, the main challenge for the success of the AfDB High-5s, beyond the quality of program and project design, is primarily political and sociological.

How can we get rid of the barriers of ethnocentrism? Of poor governance? The propensity to choose the short term? Of easy profit? In other words, how can build a society based on values? I think that the AfDB can help at all these levels. ■



Charles Boamah, VP of Finance at AfDB

“More than 48% of Africa's youth are unemployed, underemployed or inactive. These millions of young people are sources of ingenuity and engines of productivity that, if cultivated properly, could ignite a new age of prosperity. ”

Africa is the youngest continent in the world with an estimated 60% of the population between 15 and 24 years of age. More than 48% of Africa's youth are unemployed, underemployed or inactive. These millions of young people are sources of ingenuity and engines of productivity that, if cultivated properly, could ignite a new age of prosperity. The alternative is the prospect of a fragile and frustrated generation. We cannot let this happen. We cannot miss this chance.

In this context, the Bank will place particular emphasis on education, while continuing to support access to water, sanitation and health services. For the education sector, much has already been achieved – the number of out-of-school children of primary age has decreased by 26%. Furthermore, the gross enrollment rate for secondary and tertiary education has increased by over 40% and 50% respectively. However, educational “inputs” continue to be insufficient. Classrooms remain overcrowded against global averages, with some schools adopting a “shift” system to ensure everyone gets the chance to go to school. UNESCO

notes that 7 in 10 countries in Africa face a shortage of qualified teachers. From our evaluations, we know that many schools in rural communities lack access to critical facilities, including ICT labs and science laboratories, placing students at a serious disadvantage. Upon graduation, the majority of students enter into the informal economy, characterized by instability, low wages and low levels of social protection. Although young people are more educated than ever before, prospects for gainful employment have not increased. Going forward, the Bank will place emphasis on vocational and educational schemes under the “Jobs for Africa's Youth” Initiative. Under the Strategy, the Bank will seek to create rural jobs for youth through the promotion of the agriculture sector. We will develop Skills Enhancement Zones that will link industrial clusters with young graduates, who will be further supported with business incubation and finance facilities. Finally, we will partner with governments and the private sector to promote access to quality technical and vocational education. ■



“One example of a quick win to improve the quality of life of urban citizens is a plastic bag treatment project in Burkina Faso”

Batio Bassière, Minister of the Environment, Burkina Faso

We must focus on urban and local environmental governance and above all on education for sustainable development. Strong action should be taken on land-use plans, the promotion of sustainable cities and the effective transfer of skills and resources to local communities. One

example of a quick win to improve the quality of life of urban citizens is a plastic bag treatment project in Burkina Faso, where communities and the private sector are engaged in recycling waste, resulting in job creation and a cleaner environment. ■





“Why do resources for development initiatives in Africa achieve only limited or no positive transformation in beneficiaries’ lives?”

Pindai M. Sithole, Centre for Development in Research and Evaluation International Africa (CeDRE Africa)

Results-Based Monitoring and Evaluation: A missing link in driving transformation

Why do resources for development initiatives in Africa achieve only limited or no positive transformation in beneficiaries’ lives? Why, despite all the natural resources in Africa, are we still poor? Putting Results-Based Monitoring and Evaluation (RBME) at the center of any transformation agenda can provide the missing link to help countries achieve more from development.

What is RBME?

Results-Based Management (RBM) holds that every development action should lead to positive change/transformation in people’s lives and requires clearly defined qualitative and quantitative indicators at output, outcome, and impact levels. Results-Based Monitoring and Evaluation (RBME) is premised on achieving transformation and begins with a theory of change (TOC) stating that human efforts and resources should be used to positively transform the lives of the intended people.

RBME is a concept and practice used to ensure that ongoing monitoring or tracking of project/program implementation is systematic and logical. It must be properly planned and budgeted for, use mixed methodology and cultural and language-relevant/contextualized data collection tools, and reporting should focus on whether positive change has occurred beyond the initial problems and needs, and cover activities, outputs, outcomes and impacts.

Unlike the traditional mindset that starts with resources (input-based wiring), which evidence has shown to limit the propensity to achieve transformation, RBME must start with a clearly stated result from which people work backwards to mobilize resources to achieve it.

Pitfalls in the design of development initiatives

Symptoms and root causes are often confused in needs assessments, a cardinal pitfall that reduces the chance for transformation in people’s lives. Understanding

the need and making it clear are primary requirements for any development initiative destined to transform people's lives. I offer an illustration of the danger of mixing up symptoms and real needs from my personal experience.

From February 2007 to October 2011, I suffered from persistent headaches and fatigue, low blood pressure and a gradual loss of vision. Despite medical attention from many practitioners and opticians, the advice of family members, friends, and colleagues, and seven different pairs of spectacles, my health deteriorated quickly.

In October 2011, I saw Dr. Nhando, whom I had just met, for eye drops. He asked why I needed them. I gave an elaborate explanation about my health over the past five years, to which he responded that something was wrong with the way my health issues were being handled. He referred me to Dr. Dennis Sibanda, who made a thorough examination and ordered an MRI. There was a lump growing towards my brain and obscuring my vision. Three weeks later, I had an operation to remove the lump. I no longer experience persistent headaches, fatigue or low blood pressure. I have regained my sight.

My narrative is a clear demonstration that efforts directed at symptoms and not the real need fail to achieve positive results. Negative symptoms flag that something is wrong but they are a means and not an end. It also shows that quick, durable transformation can be achieved if energy and resources are directed to those needs.

Specificity in the intended transformation

If designers of development initiatives are not specific about the change they intend to bring about in people's lives, the

chances for failure in achieving meaningful transformation become high. In development initiatives, there can be disastrous effects on people's lives if program design is not sufficiently specific in its intentions for transformation.

Program designers sometimes lack specificity in expressing the intended transformation because they have limited knowledge of the Results-Based agenda in development, or they use top-down approach which does not consult the target group about their problems and needs. Their knowledge of the indigenous language and cultural dynamics of the society in which the program is to be implemented may be limited, or they may fear accountability, expressing transformation in ambiguous terms and making an array of excuses about why a result was not achieved.

Involving the beneficiaries

Everyone involved in a development initiative must possess the required competencies and have a heightened sense of urgency to enable a synergistic, coordinated response to transformation in people's lives. The theory echoes African wisdom or a moral philosophy of synergy: "It takes the whole village to raise a child".

Stakeholders at every level of project/program – from funder to technical stakeholders to implementers --should be literate and skilled in the results-based concept and practice, and make it an underpinning principle throughout the project cycle. Above all, the people whose lives should be improved by the program must be involved. ■

Using smartphones for citizen engagement in monitoring the implementation of public policies



“African communities can help themselves by participating in programs which use smartphones to collect data to evaluate projects.”

Miltiade Tchifou Dieffi, Cameroonian association for the development of evaluation

Using smartphones to contribute to public welfare contributes to a people-centered versus a technocratic centered evaluation of public policy. The programs must first and foremost encourage communities to participate in the design, implementation, monitoring and evaluation of public policies which can improve their lives. One of the major challenges in this context is the training of populations both in the manipulation of measurement indicators and in the use of smartphones for the collection of data.

One example is a health monitoring scheme, the REMMOCC Project (Reducing the Mortality and Morbidity of Cholera in Cameroon). The objective is to identify potential sources of cholera in order to carry out preventive actions through the reporting on water points in the city of Douala and in extreme north Cameroon.

30 investigators from these locations were trained in the identification and characterization of water points and the use of smartphones for reporting purposes. More than 1500 water points were identified and evaluated in three months (August – October 2016).

The use of smartphones has greatly reduced the margin of error in data collection because the data analyzed are those directly entered by the interviewer. The data collected is geolocated and easily verifiable on the field. The processing time for survey data is also significantly reduced. These factors combined make data collection by smartphones an economical and effective way of collecting data and involving communities in the monitoring of public policies and programs which are intended to improve the quality of life in the most remote regions. ■



Knowledge Café

How can evaluations help improve the quality of life for Africans?

Participants stressed the participatory approach in evaluating improvements in the quality of life. They agreed on the fact that current evaluation processes are not communicative or participative enough. To obtain baseline indicators, it is important that beneficiaries be engaged from the outset. To achieve fruitful results, populations must be properly informed and engaged at evaluation design and implementation stage, to make sure that the evaluation outcomes are also owned by them. Participants also noted the fact that lack of beneficiaries' participation in project design may lead to lack of interest in lessons learnt from an evaluation exercise; thereby compromising sustainability.

To achieve this participation, the process needs to include a storyteller or key persons within the community (traditional chief for example). Evaluations should have populations as their main target and should be context and culture

sensitive. Participants highlighted the importance of communicating the evaluation results through a variety of media and in local languages.

Political willingness to take forward evaluation recommendations is critical to achieve change. The productive use of results depends on the implementation of the recommendations from the evaluation findings, yet decision makers often fear change. Participants voiced their experience of evaluation results and recommendations not being properly used. Evaluation outcomes should be transparent and not serve the purpose of marketing or publicity. Likewise, evaluations and development decisions should avoid political influence on the projects and programs. Efforts in capacity building and strengthening the national statistical systems should be made. Participants suggested the allocation of resources not only to carry out evaluations, but also to implement recommendations that come from these evaluations.



From left to right: Rakesh Nangia, IDEV Evaluator General, Jean-Luc Dawoulé Bohoussou, Senator Roger Mbassa Ndine.

The Evaluation Week contests

The photo contest

Photo entries were judged on creativity, quality, originality, relevance for the theme of Evaluation Week 2016, and overall impact in relation to the evaluation story. They were displayed on giant screens in the AfDB lobby during Evaluation Week. The winner and two runners up received a trophy and a certificate at the Awards Ceremony and a bursary to attend the Evaluation Week.

The essay contest

Essays were judged on the quality of the technical content, the relevance for the theme of Evaluation Week 2016, and overall impact in relation to the evaluation story.

The winner and two runners up received a trophy and a certificate at the Awards Ceremony and a bursary to attend the Evaluation Week.



Essay winners from left to right: Oluwasegun Seriki, Amali Abraham Amali, Yao Roger Modeste Apahou, Yannick Folly (photo contest runner-up).



The essays can be found at <https://goo.gl/d3Qblw>



Evaluation Week Photo Contest – First prize

**Jean-Luc Dawoulé Bohoussou, NGO MESAD,
Abidjan.**



A child is struggling to climb the first steps of a ladder, while a schoolgirl is patiently waiting at the top of it. A child has to work hard to succeed. Our association, “MESAD” opens its doors for children of all walks of life. By helping them climb social and learning ladders, MESAD plays its part to “Improve the quality of life for the people of Africa”. The photo was taken in the one of MESAD’s care centres for children in the commune of Koumassi in Abidjan, during a homework assistance session.



<https://goo.gl/DemhIO>

Impact Evaluation in International Development





Abebe Shimeles, Acting director of the Research Department (EDRE), AfDB

“For subtle development relationships, such as determining whether there is an impact on childhood nutrition during an inflationary period, IE helps measure the causal relationship.”

Quick-fire Q&A with Abebe Shimeles

1. Why do we need Impact Evaluation in a development institution such as the AfDB?

A well-designed IE can answer questions about program design – about which parts work rather than just whether or not a program works as a whole.

2. If evaluation is an important tool and exercise, why haven't we been doing it or what is our experience using it?

The high cost of IE precludes its use for all programs. An institution such as IDEV must be selective, focusing on pilot programs which need to be scaled up, on interventions that do not provide surface evidence of impact, and on a selection of interventions across the Bank's portfolio.

3. What can we do to mainstream impact evaluation in our programs?

To overcome resistance to impact evaluation, an institution must develop a culture of evaluation whether by using internal regulations or by creating popular demand. We need senior management commitment. If no-one is forced or mandated to do it, few operational colleagues will agree to engage in a rigorous IE on a voluntary basis, given the cost and time to conduct them.

On tangible benefits for governments

Where the causal link between interventions and outcomes is straightforward, as for example when distributing food to refugees as part of emergency assistance in a war-torn country, the impact on malnutrition is obvious; this kind of situation does not require a major impact evaluation. For subtle development relationships, however, such as determining whether there is an impact on childhood nutrition during an inflationary period, IE helps measure the causal relationship. Sanitation is another example. Everyone knows that improved sanitation provides positive outcomes, but water and sanitation projects occasionally lead to the opposite results. There are many examples of water points that have been built where people have resisted and not used them, or that have not been well built and are not functional.

Policy dialogue for peer learning is most important. We can apply whatever we learn from IE in one country to another. For example, we know that tax evasion among businesses is very common across Africa, but we know neither its magnitude nor the type of intervention that could make companies pay their taxes on a timely basis. We took Ethiopia as a test case and made an analysis of tax evasion. It revealed that more than 40% of Ethiopian companies avoid or evade taxes, which is a huge burden for the government. We then evaluated the effectiveness of different ways in which the government could contact businesses, and tested various instruments to see what type of pressure would make them more responsive to tax bills. Not so surprisingly, the threats of an audit worked well in obtaining a response. But

we also discovered that persuasion also works very well. If you engage taxpayers in a trusting relationship with the government, businesses become willing to pay their due taxes.

Another example comes from Rwanda, where there is health insurance for social categories including the unemployed, farmers, and casual workers. 90 per-cent of the Rwandese population is covered, a far higher percentage than in most countries. However, there was some suspicion as to whether the healthcare scheme was helping national development. We conducted a study and established a strong causal relation between the insurance being issued for these social categories and health outcomes.

On the cost of IE

Technologies are opening up new opportunities to carry out IE at a reduced cost. Africa has considerable unexploited data that can be used to do very good IEs. Moreover, other institutions are collecting very interesting data on Africa. For example, NASA Night Light data gives us enormous information about GDP activities worldwide, from which we can infer answers to many development questions. The US government undertakes demographic and health surveys virtually everywhere in the world that make it possible to combine household level and community level information. If you want to measure the impact of water and sanitation program on health outcomes, for example, you can use existing data in a given location to establish causality. This puts us well ahead of where we were a decade ago with respect to data techniques, methods, and the availability and eagerness of policymakers to learn from others' experience. ■



“The high cost of IEs typically forces project managers to make difficult budgetary choices.”

Patrice Bosso, UNICEF, Côte d'Ivoire

Political leadership is very important for an evaluation of the impact of programs. So is the commitment of political leaders to responding adequately to an evaluation. The reality in West Africa, where my experience lies, is that political commitment to evaluation is quite weak. In fact, we have undertaken many evaluations to which there has been no political response at all.

In addition to the problem of limited political leadership, financing for monitoring and evaluation in general is typically inadequate. The high cost of IEs typically forces project managers to make difficult budgetary choices. Moreover, there is often weak national capacity and the absence of a critical mass of evaluation expertise, which can compel countries to recruit international expertise. Taken together, these reasons help explain why IEs are so little used in international development.

There is also the practical problem that national development plans, programs, and projects often lack a theory of change or a results framework. Without these, what can we evaluate?

To encourage or instill IE at country level, we must produce evidence of its contribution to inform policy dialogue. We must also help countries to legislate in favor of IEs so that governments are obliged to conduct them. We should also invest in capacity building to reach a critical mass of national evaluators and in proven information and monitoring systems, without which evaluation costs rise further.

UNICEF is working to ensure that country M&E policies include measures to strengthen national monitoring and data production systems and to incorporate IE in national plans and cooperation programs. ■



“Development is different in a poor country where many things need to happen simultaneously before positive impact occurs.”

Zenda Ofir, President ICED

Working towards impact is a mindset that is essential for development. However, evaluating impact is useless unless you understand how, why, for whom, and under what circumstances change happens. In other words, we must understand how impacts come about, how unintended impacts happen and may neutralize the good that has been done. Moreover, we must understand whether impacts will have knock-on effects for sustained development. We must also account for development trajectories, but we cannot predict when change will happen, which makes the timing of impacts extremely important.

If you think about development in a rich country, evaluation is not a very important topic, since change occurs within a stable advanced economic and social environment. Development is different in a poor country where many things need to happen simultaneously before positive impact occurs. IE is therefore a way of understanding how development happens in a complex environment. Evaluators work in a context where the issue is less about

a project or a program than about the connections between them.

Development and evaluation require recognizing the interconnectedness of things rather than seeking a predicted impact at a particular time. We must understand where we want to go but we also need flexibility along the way to account for results. There is an art to doing IE in a larger portfolio to understand how to adjust quickly while implementing.

There have been many approaches to doing IE and we are still exploring methodologies. But in addition to experimental, quasi-experimental, and non-experimental designs, we must look at the range of methodologies that are useful in context. Participatory Impact Evaluations, Realist Evaluations and Rapid Impact Evaluations are some examples. What are the associated constraints, and which methods promise the best results in specific contexts, for specific purposes, and at appropriate times?

No one has found a magical recipe for good impact evaluations. No single methodology or design meets all the requirements for rigor. IEs that use experimental designs, and especially randomized and control groups, are useful in context, but are constrained by the limited number of variables and, there-

fore, interactions. Complex packages, small sample sizes, expensive in-depth gender work, spillover effects and contamination all pose serious problems. Policymakers do not ask a single question about a single program. Rather, they want to understand the dynamics of developing an entire sector. ■



“A participatory approach involves all stakeholders in the process and gives participants a sense of ownership. It also reduces IE costs, since beneficiaries collect, report data and find solutions.”

Maria Sophia Aguirre, Catholic University of America.

To rigorously systematize impact evaluation, we must combine stratification and randomization consistently over time, in randomized control trials (RCT). Institutions, human and social capital, and policy must all work together. My methodology suggests that we focus on actions that affect us, on their immediate effects, and on how they change lives. I typically focus on four factors: quality of life, social responsibility, civic responsibility, and social skills.

Effective evaluations use RCTs to expand their reach to capture the interpersonal dynamics that affect outcomes. For example, we know that companionship and social networks are effective channels for outcomes. We also know that social network theory has highlighted the need to understand relationships and friendships in

order to understand economic outcomes. All of this has shifted the focus from individual maximization to a relational context where we see how others' decisions and actions affect our own.

We have developed a participatory index to measure changes in behavior and attitude from passive to active involvement, using participatory rather than financial incentives. "A participatory approach involves all stakeholders in the process and gives participants a sense of ownership. It also reduces IE costs, since beneficiaries collect, report data and find solutions." Participants take responsibility for outcomes. After the money ends, the participants continue to practice the solutions. This way of working contributes to sustainable development. ■



<https://goo.gl/d3Qblw>

Climbing the **High 5 curve** with independent evaluation





From left to right: Moderator Simon Mizrahi, Director, Results & Quality Assurance Department, AfDB (missing from photo), Zenda Ofir, President, ICED, Rakesh Nangia, Evaluator General, AfDB, Indran Naidoo, Director Evaluation Office, UNDP, Oscar Garcia, Director Independent Office of Evaluation, IFAD, Keith Leonard, Development Evaluation Expert, EBRD, Saphira Patel, Evaluation Department DBSA.

“Do we learn more from success or from failure? From success, we can deduce that we should do more of the same where failure can lead to innovation. The private sector handles this quite well, but in a public-sector framework, risking public money on innovation raises issues.”

Keith Leonard

Why do we need independent evaluation?

The moderator opened by stating that until recently, most evaluation units across the world were not independent and their activities were restricted by administrative and human constraints. This occasionally led to conflict between evaluation units and institutional management and often adversely affected work and findings.

Panellists agreed that the independence of evaluation units has many advantages: it helps to focus on the mandate rather than on management and provides a different perspective on a project or program. This requires an independent budget and an independent team and striking the right balance of involvement to avoid isolating evaluation functions.

Evaluations by units that are disconnected from the rest of the organization will not be endorsed and their results will be ignored. The organizations leading the evaluation must own the concept, and support and be part of it. In addition, having external peer reviews of evaluation reports helps the credibility of evaluation results. To avoid any conflict of interest, self-evaluation is a necessary first level of feedback and an external view that wasn't part of the implementation or design tells you whether or not a project works.

An ex-post evaluation ensures that we learn from past mistakes. Both self and ex-post evaluations play an important role in identifying lessons.

How should IDEV proceed in evaluating AfDB's High 5s?

Panellists agreed that IDEV will need to develop appropriate approaches for the evaluation of the High 5s, which are complex and will be implemented in a dynamic environment involving multiple donors and stakeholders. Just as the Bank works with others to finance and implement programs to achieve the High 5s, IDEV should engage with other donors and conduct a joint evaluation.

The evaluation of outcomes often points to serious gaps among programme activities that limit the possibility of structuring a logic model or theory of change. Sustainability and impact must be considered at the evaluation design stage. Evaluation does not allow for either predictability or rigidity but rather requires adjustments and adaptability. It is a challenge to remain responsive to evaluation needs, ie. adjust-

ing the Work Program, and to adapt to available financial resources, for example.

How can we foster a culture of evaluation?

Creating and embedding a culture of evaluation is more than having an evaluation unit. It involves buy-in at all levels and resources. Panellists agreed that we need to eliminate the perception that evaluation is a threat. You also need enough capacity, without which you do half the job with an evaluation that picks up some outcomes and outputs and gives a lop-sided or biased result. There must be people who convey the findings of an evaluation in the right way and with good will, telling truth to power.

Sometimes, evaluations provide difficult messages or dare us to think differently about our work. Being open to these messages is challenging for any professional. Nobody likes to have their hard work put under the microscope! But evaluation is not just another accountability tool – fundamentally, evaluation is about learning from experience and improving as an organization. Achieving better results for Africa is a challenge we at the Bank all can and should rise to.

Charles Boamah, VP Finance, AfDB during his opening address to Evaluation Week participants on Tuesday 08th November 2016.

We have a responsibility to build evaluation systems and a culture in the Bank's regional member countries because the Bank's lending program is a very small part of the any country's public investment program. Our ambition should therefore be to improve the outcome of the entire development investment, and not just our initiatives as a Bank.

Rakesh Nangia

Panellists agreed that we should build the demand side, making governments accountable and thus inclined to invest in evaluation. Evaluation is conducive to improving people's lives through trans-

parency, accountability and legitimacy. Enlightened parliamentarians should use evaluation results to make informed decisions for the benefit of the nation.

What is a theory of change and why it is useful?



“A theory of change is a way of moving away from the tyranny of linearity. It is basically the logic of change, establishing why we think change will happen if we do an intervention, and can be done when designing an intervention or retrospectively.”

Keith Leonard

A good results framework focused on outcomes is commendable, but is the underlying theory of change that gives rise to the outcomes sound? Are the assumptions the right ones? Have the risks been correctly identified? Prioritization, or distinguishing pre-conditions

from conditions is an important aspect in a theory of change. It all boils down to a good understanding of the problem you are trying to solve. Understanding that underpins the theory of change and if you cannot describe it, you don't have a baseline. ■

Three Pieces of Advice for Evaluators



Rakesh Nangia

1. Stay humble: we all make mistakes.
2. Focus on quality as much as possible.
3. Put yourself in the other person's shoes. Operational task managers plan their interventions ahead and evaluators come in hindsight.



Indran Naidoo

1. Recognize ourselves as professionals.
2. With power comes responsibility.
3. We achieve more by challenging than by validating.



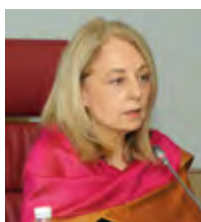
Oscar Garcia

1. Evaluation is changing. An evaluator must be constantly learning and keep up to date.
2. Join forces. DFIs should work together to co-produce evaluations
3. The way we give feedback on results is important



Saphira Patel

1. There is always another side to every story.
2. Be flexible and willing to change.
3. Aim for an activist reformist agenda and make sure that each evaluation contributes to change, adding value.



Zenda Ofir

1. Relevance criteria and questions are extremely important and should be more critical.
2. Do not be simplistic or use baseline indicators just because the data is easily available.
3. Activities are inter-connected. Look carefully at Randomized Control Trials and a contextual analysis that take culture and the historical background into account.

There are missing links in measuring outcomes at the UNDP that raise serious concerns. When interventions need to be sequenced in a certain way, there is no evaluation about how they are linked together.

Indran Naidoo

Lessons from UNDP Independent Evaluations

A more integrated approach to development and building on sectoral synergies is critical for enhancing outcomes and achieving more sustainable results. Complexities of integrated programming at the country level need to be addressed and will be a critical factor in moving forward in achieving SDGs.

UNDP's current strategic plan takes an integrated approach to development support. This is due in part to the recommendations of several IEO evaluations to move away from a siloed approach. The integrated approach aligns with the SDG approach and is a clear departure from the compartmentalized focus of the MDGs on outcomes – poverty reduction and the environment – that paid little attention to the underlying factors of poverty reduction or environmental management, which often led to unsustainable consequences.

An inclusive approach to reducing poverty

Poverty reduction outcomes are enhanced by an inclusive approach. Growth and inclusiveness must be pursued simultaneously. UNDP has been effective in embedding the poverty reduc-

tion agenda from the multidimensional perspective of human development in national forums for debate and discussion about socio-economic development. But ethnic, geographic, political and cultural factors in some countries have made it difficult to understand the broad, multidimensional concept of human poverty. UNDP still attempts to find ways to increase attention to the centrality of poverty reduction in its many dimensions, and uses focused advocacy with its central government partners and/or increasing the space for civil society or decentralized government structures to give voice to specific needs and concerns, which frequently incorporate social issues.

Interrelated policies and legislative frameworks are important for poverty reduction and environmental management. National development plans and policies related to climate change, environment, water management, coastal area/resource management, energy management, land use and urban planning are critical to a multidimensional approach to building resilience. There are cost implications for considering poverty reduction from this wider perspective of reducing vulnerability, yet most countries lack a cost-benefit

analysis of the advantage of vulnerability reduction in addressing poverty that could inform government decisions and resource allocation.

Dependence on external funding, especially for the environment and poverty reduction, has reinforced the institutional focus on working within thematic areas and diverts attention from UNDP's priorities to those of donors. Few external funding sources provide incentives to address poverty-environment linkages, although environment program funders tend to be receptive to the initiatives of programme units that proactively pursue integration.

Governance is poorly integrated

Generally, governance is integrated into UNDP development projects and programmes. About 50 percent of the countries have developed capacity development plans and 20 percent have advanced implementation. This is an indication of improved governance, oversight, accountability, transparency and the integrity of health systems pertaining to Global Fund areas.

Governance performance data at country level is limited, and UNDP relies on international data and perception surveys. UNECA's 2016 African Governance Report covers the issue of measuring corruption and raised similar issues. It argues for moving beyond current corruption indica-

tors to assessing corruption in a broader African governance context and replacing perception-based measures with fact-based measures that reflect the international dimensions of corruption. This requires using a mix of indicators.

Leveraging development data

Few national statistical systems can effectively meet the demands of development data. Lack of adequate data and of learning about what works and why compromise the contribution of national development programmes.

Several international agencies support data generation and national statistical systems, but coordination remains weak. Reporting arrangements are often multiple and lack a strong national statistical system that coordinates development statistics.

Another challenge of data and analysis gaps is that available data is not analyzed for monitoring programme progress or quality assurance. The MDGs improved data and its use in reporting but this was not used to monitor the MDGs.

Lack of capacity and resources is the most important reason for not using available data. National statistical systems are not yet making the best use of available technology to better enable development data and analysis.



AfDB Development Evaluation Week 2016

Driving Africa's Transformation 7–10 Nov 2016 – Program

Monday 7 November 2016

- 09:00–12:00** Evaluation Capacity Development Workshop
- 10:00–10:30** Coffee/tea break
- 12:00–14:00** Lunch | Lunchtime talk
Rubén Lamdany, Deputy Director, Independent Evaluation Office, IMF
- 14:00–16:00** Knowledge Café
- 18:00** Welcome cocktail (Pullman Hotel)

Tuesday 8 November 2016

Delivering On The High-5S: What Will It Take? | Light Up And Power Africa

- 09:00–09:10** Welcome remarks
Rakesh Nangia, Evaluator General, AfDB
- 09:15 – 09:30** Akwaba ceremony
- 09:30 – 09:45** Opening Remarks: Evaluation. A Critical Link in the AfDB's Learning Ecosystem
Bright Okogu, Executive Director, AfDB
- 09:45 – 10:15** Launch of AfDB Evaluation Week: Transforming Africa through the High 5s
Charles Boamah, Vice President Finance, AfDB (Representing AfDB President Adesina)
- 10:15–10:30** Coffee/tea break ►

► **10:30–12:30** High-level Discussion: Opportunities and Challenges for Delivering on the High 5's

Moderator: Erik Nyindu Kibambe, News Director, VOX Africa

Introductory remarks

H.E. Nialé Kaba, Minister of Planning & Development, Côte d'Ivoire

Panelists:

H.E. Batio Bassière, Minister of Environment, Burkina Faso

Kako Nubukpo, Economic and Digital Director, International Organization of Francophonie (Former Minister for Long Term Strategy and Public Policy Evaluation, Togo)

Antonin Dossou, Director at Central Bank of West African States (BCEAO) (Former Minister of the Evaluation of Public Policies and Denationalization Programs, Benin)

Koffi Yao, Director of Cabinet, Ministry of Planning & Development, Côte d'Ivoire

12:30–14:30 Lunch | Lunchtime talk

Maria Aguirre, Catholic University of America, USA

14:30–17:00 Panel discussion: Lighting up and Powering Africa: On the road to Renewable Energies

Moderator: Ronald Meyer, Executive Director, AfDB

Panelists:

Marc Albérola, CEO, Eranove Group / Director of Operations, Eranove Cote d'Ivoire

Elias Ayuk, Director, UNU-INRA, Accra

Amadou Hott, Vice President, Power, Energy, Climate and Green Growth, AfDB

Aka Hyacinthe Kouassi, Advisor to Executive Director, AfDB

Vanessa Ushie, Pan-Africa Senior Policy Advisor on Extractive Industries, Oxfam

15:30–15:45 Coffee/tea break

Wednesday 9 November, 2016

Delivering On The High 5S: Feeding Africa | Industrializing Africa

09:00–11:30 Feeding Africa

Moderator: Oscar Garcia, Director, Independent Office of Evaluation, IFAD

09:00–09:30 Keynote: What will it take to feed Africa – progress, challenges, & opportunities

Chris Toe, Senior Advisor on Country Strategic Plans, Policy and Programme Division, WFP ►

► **09:30–11:30** Panel discussion: Strengthening Agriculture and Food Security

Panelists:

Daniel Alberts, Senior Manager, Agriculture and Nutrition, GAIN

Anne-Sophie Le Dain, Nutrition Manager, UNICEF

George Mavrotas, Senior Research Fellow & Program Lead, Nigeria Strategy Support Program, IFPRI

Fadel Ndiame, Regional Head, AGRA West Africa

Chiji Ojukwu, Director, Agriculture and Agro-Industry Department, AfDB

10:30–10:45 Coffee/tea break

11:30–12:30 **Presentation:** Results Based Monitoring & Evaluation – A Paradigm Shift toward Driving Africa's Transformation

Pindai Sithole, Director, Social Research & Evaluation, Centre for Development in Research and Evaluation International Africa (CeDRE Africa)

12:30–14:30 Lunch | Lunchtime talk

Indran Naidoo, Director, UNDP Evaluation Office

14:30–17:00 Industrializing Africa

Moderator: Sumir Lal, Director, External Affairs, World Bank

Introductory Remarks:

Massogbè Toure-Diabate, Chairperson, Women Entrepreneurship Committee, Confederation of Large Businesses in Côte d'Ivoire (CGECI)

Presentation: Findings from Synthesis Report on Private Sector Evaluation

Per Øyvind Bastøe, Director, Evaluation Department, Norad

Panel Discussion: The Way Forward

Panelists:

Per Øyvind Bastøe, Director, Evaluation Department, Norad

Mariam Dao Gabala, CEO of MDG Consulting and Chair of the Board of Solidaridad

Edward Marlow, Head of Sub Saharan Africa Client Group, Credit Suisse

Soraya Mellali, Executive Director, AfDB

Tim Turner, Chief Risk Officer, AfDB

16:00–16:15 Coffee/tea break

Thursday 10 November, 2016

**Delivering On The High 5S: Improving The Quality Of Life For Africans
| Integrating Africa | Evaluating The High 5'S | Awards**

09:00–10:00 Improving The Quality Of Life For Africans

Face to Face: Frannie Léautier, Senior Vice President, and Rakesh Nangia, Evaluator General, AfDB

10:00 – 12:00 Integrating Africa

Moderator: Sunita Pitamber, Director, Human Development Department, AfDB

Presentation: Integrating Africa: What Works and Why?

Fredrik Söderbaum, University of Gothenburg, Sweden

10:30–10:45 Coffee/tea break

10:45–12:00 Discussant/Q&A

Nyamajeje Calleb Weggoro, Executive Director, AfDB

12:00–14:00 Lunch | Lunchtime talk

Presentation: Using Smartphones for Data Collection – Citizen Engagement in monitoring the implementation of public policies

Miltiade Tchifou Dieffi, Cameroon Development Evaluation Association (CaDEA)

14:00–16:00 Roundtable Discussion: Climbing the 'High 5' Learning Curve with Independent Evaluation

Moderator: Simon Mizrahi, Director, Results and Quality Assurance Department, AfDB

Panelists:

Oscar Garcia, Director, Independent Office of Evaluation, IFAD

Keith Leonard, Development Evaluation Expert, ERBD

Indran Naidoo, Director, UNDP Evaluation Office

Rakesh Nangia, Evaluator General, AfDB

*Zenda Ofir, President, International Centre for Evaluation and Development, Nairobi and
Honorary Professor, School of Public Leadership, Stellenbosch University, South Africa*

Saphira Patel, Manager, Operations Evaluation Unit, DBSA

15:00–15:15 Coffee/tea break

16:00–16:45 Awards: Evaluation Essay Contest | Evaluation Photo Contest

16:45–17:00 Closing Remarks

Rakesh Nangia, Evaluator General, AfDB

17:00 Cocktail

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