

IDEV

Independent Development Evaluation
African Development Bank

ANNUAL REPORT

Lessons for
adaptation



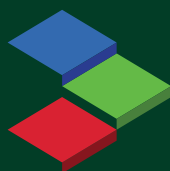
2024



AFRICAN DEVELOPMENT BANK GROUP

IDEV conducts different types of evaluations to achieve its strategic objectives





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AFRICAN DEVELOPMENT BANK GROUP

2024

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About IDEV

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

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

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

How does IDEV work with the African Development Bank?

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

Disclaimer

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Acronyms

ADF	African Development Fund	MARS	Management Action Record System
AfDB	African Development Bank Group	MDB	Multilateral Development Bank
AfrEA	African Evaluation Association	NSO	Non-Sovereign Operation
AIF	Africa Investment Forum	NTF	Nigeria Trust Fund
APNODE	African Parliamentarians' Network on Development Evaluation	PCR	Project Completion Report
CLEAR	Center for Learning on Evaluation and Results	PCREN	Project Completion Report Evaluation Note
CODE	Committee on Operations and Development Effectiveness	PFM	Public Financial Management
CSP	Country Strategy Paper	RBF	Results-Based Financing
EPRADI	Evaluation Platform for Regional African Development Institutions	RMC	Regional Member Country
ETQIP	Education and Training Quality Improvement Project	SO	Sovereign Operation
EVRD	Evaluation Results Database	TYS	Ten-Year Strategy
GCI	General Capital Increase	UA	Unit of Account
IDEV	Independent Development Evaluation	UNDP	United Nations Development Programme
ILO	International Labour Organization	USD	United States Dollar
KPI	Key Performance Indicator	XSR	Expanded Supervision Report
M&E	Monitoring and Evaluation	YEE	Young and Emerging Evaluator

MESSAGE FROM THE CODE CHAIR

Mette Knudsen

Executive Director and CODE Chair, AfDB



The African Development Bank Group (AfDB or “the Bank”) achieved significant milestones in 2024. The year marked the 60th anniversary of the African Development Bank and the approval of the Bank’s new Ten-Year Strategy (2024–2033), setting a bold vision for building a prosperous, inclusive, resilient, and integrated Africa. To support this ambition, the Board of Governors approved a general callable capital increase, raising the Bank’s authorized capital to USD 318 billion.

At the same time, the external environment for promoting sustainable development in Africa looks to become more challenging in the coming years. As Africa’s challenges evolve, so must our responses. Independent Development Evaluation (IDEV)’s work plays a vital role in generating lessons for adjustments and adaptation, ensuring that the Bank remains agile, impactful, and strategically responsive. That is why we appreciate the delivery of 13 key evaluations in 2024, covering a wide spectrum of sectors, themes and countries. The Board acknowledges the value of these evaluations and endorses their findings as critical inputs for strengthening the Bank’s policies, strategies, processes, and operations.

For example, IDEV’s evaluations of a number of AfDB financial policies, strategies, and frameworks, including Results-Based Financing, counterpart funding, and the Africa Investment Forum, provided key insights to enhance the effectiveness and sustainability of these instruments in a world where official development finance resources are growing more scarce. In addition, country-focused evaluations of the Bank’s strategies and programs in Liberia and Sierra Leone in West Africa, and Botswana and Namibia in Southern Africa, highlighted distinct country needs while providing critical insights into the effectiveness of the cross-cutting priorities in the Bank’s Ten-Year Strategy. Mobilizing private sector finance is one of the priorities that was contextually analyzed in these evaluations.

IDEV’s comparative study of operating models across six Multilateral Development Banks also provided valuable benchmarks for future decision-making. Key learnings include the importance of clear decentralization objectives, robust collaboration systems across the Bank, and enhanced synergies between Sovereign Operations and Non-Sovereign Operations.

As Chair of the Committee for Operations and Development Effectiveness (CODE), I promote continuous learning from evaluative knowledge. The 2024 AfDB Development Evaluation Week exemplified the IDEV spirit of knowledge-sharing. I was honored to participate in the opening panel, where we explored how evaluative knowledge can address economic stability, climate change, and social equity. Our discussions also examined ways to strengthen an evaluation culture, the role of civil society in ensuring accountability, and how evaluation can help address gaps in achieving the Sustainable Development Goals.

The collaboration between IDEV and CODE continues to foster an institutional learning culture by promoting the application of evaluation findings. IDEV's Evaluation Results Database has grown in value, while the Management Action Record System (MARS) ensures that evaluation recommendations lead to meaningful adaptation and continuous improvement in the Bank's development efforts.

CODE considered and provided guidance on IDEV's new 3-year Work Program for 2025–2027, which was approved by the Board of Directors at the end of 2024. This program is strategically aligned with the Ten-Year Strategy and is designed to deliver independent, high-quality evaluations that inform policies, strategies, processes, and operations. The program places stronger emphasis on knowledge sharing, stakeholder engagement, and the utility of evaluations, ensuring that lessons from past interventions inform future planning and implementation. IDEV's 2025–2027 Work Program will play a crucial role in providing evidence to support the execution, adaptation, and impact of the Bank's Ten-Year Strategy. Furthermore, the program introduces innovative learning engagements that facilitate structured and continuous learning from evaluations, reinforcing a culture of adaptation and informed decision-making across the Bank.

I encourage IDEV to build on this strong foundation by proactively identifying knowledge gaps and pursuing timely engagements with stakeholders. By continuing to strengthen evaluation practices and promoting a learning-driven culture, the Bank will be better positioned to advance Africa's development agenda and achieve our shared vision of a prosperous, sustainable, and inclusive continent. ●

MESSAGE FROM THE SENIOR VICE PRESIDENT

Marie-Laure Akin-Olugbade

Senior Vice President, AfDB



As the Bank commemorates 60 years of driving transformative development across the continent, we find ourselves operating in an increasingly complex and unpredictable global environment. The confluence of climate change, economic instability, geopolitical tensions, and widening social inequalities has created a landscape that demands not only resilience but also a proactive commitment to adaptation and continuous learning.

In this context, the theme of IDEV's 2024 Annual Report, "Lessons for Adaptation," is both timely and profoundly relevant. It highlights the indispensable role of evaluation in ensuring that the Bank remains agile, innovative, and responsive to the evolving needs of our Regional Member Countries (RMCs). Evaluation is not merely a mechanism for accountability; it is also a vital instrument for fostering learning, driving innovation, and ensuring that the Bank's strategies and interventions are aligned with the realities on the ground.

Over the past six decades, the Bank has accumulated a wealth of experience and knowledge, which, when effectively leveraged, can serve as a powerful foundation for addressing current and future challenges. IDEV's work in generating insights, identifying lessons, and providing actionable recommendations has been pivotal in shaping the Bank's ability to adapt to changing circumstances while maintaining its commitment to excellence. By systematically reflecting on what has worked—and what has not—we can refine our approaches, close knowledge gaps, and enhance the impact of our interventions. This process of learning and adaptation is critical to ensuring that the Bank remains a trusted partner for RMCs, capable of delivering transformative results in an ever-changing world.

The Bank's **Ten-Year Strategy 2024–2033**, alongside its High 5 priorities, provides a robust framework for driving inclusive and sustainable development across Africa. However, the success of these initiatives hinges on our ability to learn from past experiences and apply those lessons to future endeavors. IDEV's evaluations—whether of country strategies, sectoral programs, or thematic interventions—offer invaluable insights that help us refine our approaches, identify best practices, and address areas for improvement.



As we look to the future, fostering a culture of learning and adaptation within the Bank is more important than ever. The challenges we face are dynamic and multifaceted, requiring innovative solutions and a willingness to embrace change. IDEV's role in this process is indispensable. By providing independent, evidence-based assessments, IDEV ensures that the Bank remains grounded, guided by data, and focused on achieving tangible outcomes for the people of Africa. Moreover, IDEV's efforts to disseminate evaluative knowledge and promote a culture of learning across the Bank and its stakeholders are essential for building a more adaptive and resilient institution.

As a knowledge-driven institution, we appreciate the collaboration with IDEV, whose 2022-2024 Work Program has laid a strong foundation for this year's achievements. Looking ahead to IDEV's 2025-2027 Work Program, I am confident that our continued partnership will sharpen the Bank's focus, ensuring that evaluative knowledge remains at the heart of our decision-making. I am pleased to support IDEV's 2024 Annual Report, which captures our shared dedication to building a more resilient, prosperous Africa. Together, we are turning challenges into opportunities for lasting impact. ●

MESSAGE FROM THE EVALUATOR GENERAL

Karen Rot-Münstermann

Evaluator General, AfDB



On behalf of IDEV, I am pleased to present our 2024 Annual Report, a testament of our commitment to supporting the AfDB in learning and adapting in a rapidly evolving development landscape.

2024 was a year of close coordination between IDEV and the Management, staff, and Board of Directors of the African Development Bank Group. The Bank's new Ten-Year Strategy was launched in a year characterized by an increasingly competitive environment and constrained fiscal space, bringing us to increase our attention to accountability and the effective and efficient use of resources to maximize development impact.

Throughout the year, IDEV addressed a range of corporate knowledge needs of the Bank, providing evaluative insights to inform and influence strategic decision-making. We shared and discussed the lessons drawn from our evaluations and collaboratively identified areas for the Bank's improvement in key areas such as financing mechanisms, development effectiveness, and governance. This consisted of analysis of the Bank's strategies and programs in countries with varying governance models, economic situations, and social welfare levels – ranging from Liberia and Sierra Leone to Botswana and Namibia – as well as an IDEV Comparative Study of Multilateral Development Bank operating models. The study offers valuable comparison with peer institutions in the domains of decentralization, a "One Bank" approach, and synergies between Sovereign and Non-Sovereign Operations.

A first for IDEV was a rapid evaluation, aimed at quickly gaining insight into the relevance and performance of the Africa Investment Forum, an initiative launched by the AfDB in 2018 with the participation of seven other Founding Partners. The evaluation employed a collaborative and utilization-focused approach, involving key stakeholders in the planning, execution, and reporting stages to present evidence of the forum's successes and weaknesses at the right time to inform strategic decision-making. Operational performance also came under scrutiny. An evaluation of the Bank's support for the transport sector, where the Bank has its second-largest share of lending (UA 14 billion over 2012–2023), encompassed an analysis of financial instruments and services as part of a wider look at the Bank's contribution to national and



regional transport strategies and programs. The sector evaluation was supported by a cluster evaluation of Bank-funded rail and aviation projects.

I am particularly proud of IDEV's strong focus in 2024 on the usability and appeal of our evaluation products. I invite development stakeholders to explore the IDEV website and visit the pages dedicated to the 13 evaluation products delivered in 2024, each complemented by user-friendly resources. Particular emphasis in 2024 was placed on producing Lessons Notes, a coveted resource for continuous improvement that succinctly presents the key lessons drawn from an evaluation.

High-level knowledge sharing and round-table discussions also prominently featured on the 2024 agenda. The 6th edition of the AfDB Development Evaluation Week provided a platform for development experts to converge under the theme "Navigating Rough Seas Toward a Brighter Horizon for Africa". This theme reflected the continent's complexity and potential, fostering dynamic discussions on how evaluative knowledge can unlock Africa's development across diverse sectors. Moreover, three thematic capitalization workshops drew a large number of AfDB staff to learn from IDEV evaluations and exchange knowledge from their perspective and experience. In total, over a thousand participants attended IDEV-led events in 2024, reinforcing our achievements in promoting a culture of evaluation.

Furthermore, targeted training programs and strategic partnerships helped IDEV reinforce its role in capacity development within the evaluation community. We celebrated the 10th anniversary of the African Parliamentarians' Network on Development Evaluation (APNODE) which we have hosted and nurtured since its inception. We also continued to invest in strengthening links with EvalPartners, the Global Evaluation Initiative, the Centers for Learning on Evaluation and Results, the United Nations Development Programme and the Réseau Francophone de l'Évaluation.

IDEV showcased its work at major global evaluation events, including the **11th African Evaluation Association Conference** in Rwanda, the **gLOCAL Evaluation Week**, and the **Evidence for Climate Action series**. IDEV also participated in key conferences, such as the **National Evaluation Capacities Conference** in China, the **Global Evaluation Forum** in Morocco, and the **inaugural Evaluation Week** of the European Bank for Reconstruction and Development in the United Kingdom.

I wish to acknowledge all development and evaluation stakeholders who supported our initiatives and enriched our perspectives through their physical or online presence at these events. I am also grateful for the trust and collaboration of CODE and the AfDB Board and Management as we embark on our new Work Program for 2025–2027. Going forward, we will better leverage the large quantities of existing knowledge to strategically deploy it to inform decision-making for the Bank. This approach underscores our commitment to continuous improvement through learning and will help ensure that our evaluations are seen, heard of, and used in the Bank and in its regional member countries.

IDEV remains committed to supporting the AfDB's Ten-Year Strategy (2024–2033) aimed at accelerating inclusive green growth and building prosperous, resilient economies across Africa. Our evidence-based insights will continue to inform decision-making, enhance accountability, and draw lessons that drive progress and better development outcomes across the continent. ●





INTRODUCTION

The year that was, for Africa

In 2024, Africa's development landscape remained complex and dynamic. The continent continued to demonstrate resilience in the face of global uncertainties, including geopolitical tensions, supply chain disruptions, and climate shocks. However, progress was uneven across countries and sectors. According to the African Development Bank Group (AfDB or 'the Bank') publication **Africa's Macroeconomic Performance and Outlook 2025**, real GDP growth was modest at 3.2%, constrained by high inflation, debt vulnerabilities, and fiscal pressures. Political transitions and security challenges in the Sahel and the Horn of Africa affected regional stability and investor confidence. Despite these constraints, countries such as Angola, Equatorial Guinea, Ghana, Niger, and Uganda saw growth rise by more than one percentage point, driven by strong performance in hydrocarbons, agriculture, tourism, and private investment. Morocco recorded gains from a rebound in agricultural output and increased tourism and foreign direct investment, while Djibouti maintained one of the highest growth rates due to continued infrastructure investment.

At the same time, social and environmental challenges remained pressing. Rising living costs, youth unemployment, and food insecurity strained households and governments, particularly in Southern Africa, where an El Niño-induced drought reduced crop yields and electricity generation. In response, countries such as Ghana, Zambia, and Ethiopia implemented fiscal consolidation and debt restructuring to stabilize their economies. Others, including Morocco and Djibouti, continued investing in infrastructure and renewable energy, reinforcing diversification and resilience. Regional integration progressed through the African Continental Free Trade Area, creating new opportunities for trade and job creation. Africa's youthful population and expanding digital economy continued to present opportunities for innovation and inclusive growth. These dynamics underscored both the risks and potential shaping the continent's path toward sustainable development.

The year that was, for the African Development Bank

In 2024, the AfDB reaffirmed its leadership in advancing Africa's development, celebrating its 60th anniversary with a renewed commitment to sustainable and inclusive growth. The theme of its Annual Meetings, "Africa's Transformation, the African Development Bank Group, and the Reform of the Global Financial Architecture," underscored the need to strengthen Africa's economic resilience and mobilize capital for development. Demonstrating this commitment, the Bank strengthened its financial capacity through two landmark achievements: the launch of its first hybrid capital issuance and the approval of a USD 117 billion general callable capital increase, enabling it to significantly scale up development financing across the continent. The Bank also played a key role in **Mission 300**, an ambitious initiative to unlock USD 300 billion in energy investments and deliver affordable, reliable, and sustainable power to 300 million Africans by 2030. At COP29, the AfDB showcased its climate initiatives, including the expansion of the African Adaptation Acceleration Program, aimed at strengthening Africa's response to climate change.

A defining milestone of 2024 was the launch of the Bank's **Ten-Year Strategy (TYS) for 2024–2033**, a roadmap designed to position Africa for long-term prosperity and resilience. The strategy envisions a prosperous, inclusive, resilient, and integrated Africa, anchored in two key objectives: accelerating inclusive green growth and driving prosperous and resilient economies. At the core of the strategy is the High 5s agenda, with continued focus on the priorities to Light Up and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for the People of Africa. To ensure the successful implementation of the High 5s, the Bank is prioritizing five cross-cutting themes across all its operations: promoting gender equality by supporting initiatives that empower women and bridge economic disparities; investing in young people, recognizing Africa's fast-growing youth population as a key driver of transformation; responding to climate change and advancing climate action to enable adaptation and low-carbon development; building resilience to shocks, fragility, and conflict with a focus on stabilizing vulnerable regions; and strengthening economic governance by improving public financial management, enhancing transparency, and mobilizing domestic resources to ensure long-term fiscal sustainability.

Guided by the new Ten-Year Strategy, the AfDB reinforced its role in 2024 as a trusted partner for African governments, mobilizing sustainable development finance and leading initiatives to drive long-term economic stability in an increasingly complex global landscape.

The year that was, for Independent Development Evaluation

In 2024, IDEV operated in a period of strategic transition, shaped by the final year of its 2022–2024 Work Program and the development of a new program for 2025–2027. The approval of the new Work Program by the Bank's Board of Directors in December reflected a notable shift towards deepening the use and application of evaluation findings and reaffirmed IDEV's role in advancing learning, accountability, and results within the Bank.

During the year, IDEV delivered 13 key evaluation products that contributed to policy discussions and operational learning across the Bank. It first employed the Rapid Evaluation approach, aimed at delivering timely insights when resources or time are limited, in the evaluation of the Africa Investment Forum (AIF), enabling IDEV to provide actionable feedback on a flagship initiative in a compressed timeframe and demonstrating the value of agile evaluation in fast-paced operational environments.

As a dynamic department, IDEV saw a number of changes in staff and consultants over the year, filling vacancies and welcoming new colleagues while bidding farewell to others. To support the growing complexity of its work, IDEV expanded its team with a Data Scientist to strengthen its analytical capacity. This addition enabled IDEV to further explore the use of big data, satellite imagery, machine learning, and artificial intelligence (AI) in generating evidence to support evaluation findings. Building institutional capacity also remained a priority – IDEV organized targeted trainings, webinars, and workshops for its staff and Bank colleagues.

As IDEV closed one strategic cycle and prepared for the next, 2024 stood out as a year of learning, innovation, and institutional strengthening, laying the foundation for an even more impactful role in the years ahead. ●

2024 IN BRIEF

2024 Evaluations overview

Thirteen evaluation products were delivered in 2024, comprising three country strategy and program evaluations for Liberia, Namibia, Sierra Leone, and a mid-term evaluation of the Botswana Country Strategy Paper; two thematic evaluations covering the Bank's Results-Based Financing Policy and a rapid evaluation of the Africa Investment Forum; two corporate evaluations of the Nigeria Trust Fund and Counterpart Funding at the AfDB; one sector evaluation of the Bank's support for the transport sector; one project cluster evaluation of AfDB rail and aviation projects; a comparative study of Multilateral Development Bank operating models; a synthesis report of 2022–2023 Project Completion and Expanded Supervision Report validations; and the 2024 MARS report.

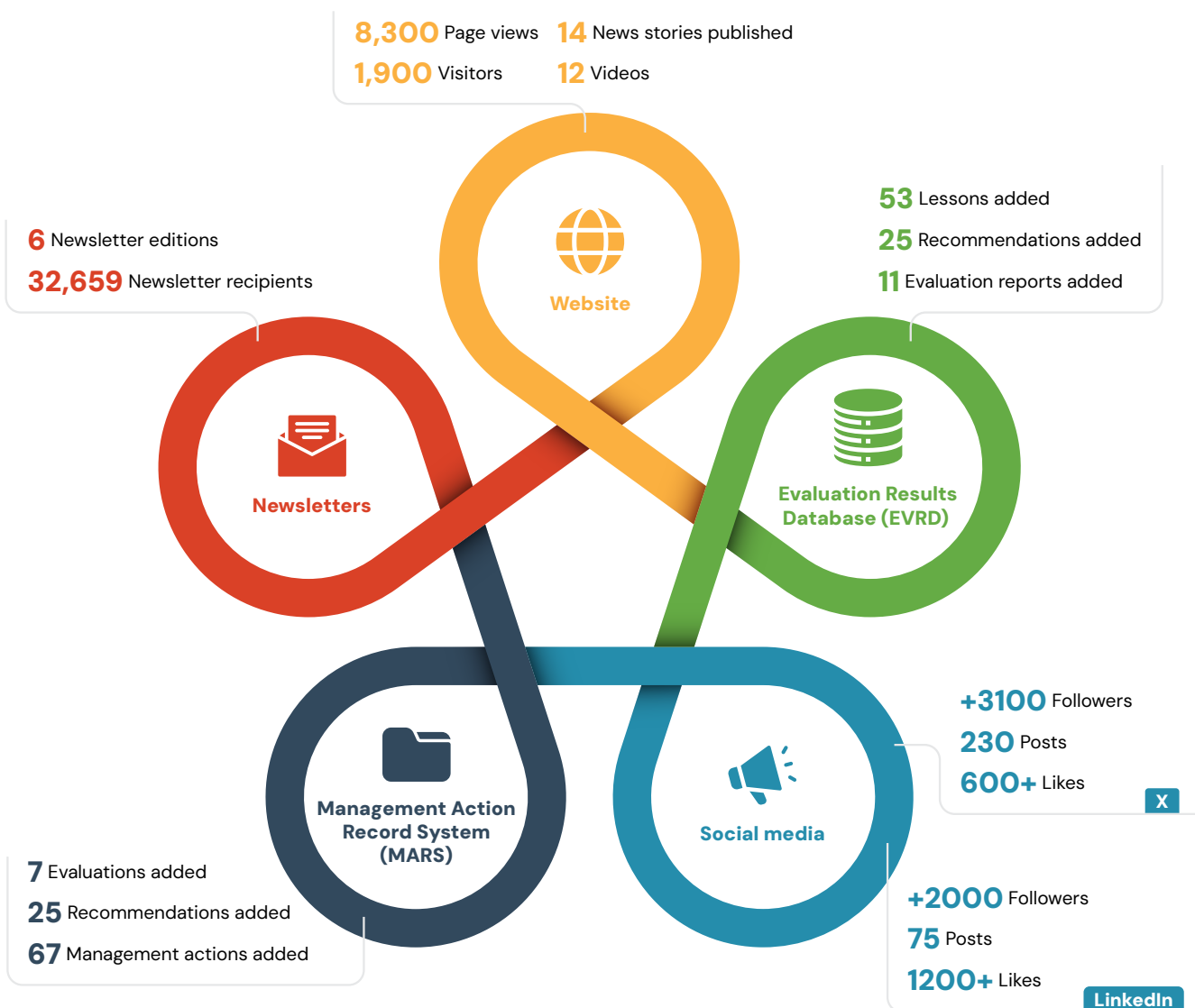
Annex 1 presents the status of implementation of IDEV's work program as of 31 December 2024, and **Annex 2** provides a summary of the evaluations delivered by IDEV in 2024, highlighting key findings, lessons, and recommendations. It reflects the diversity of evaluation themes and the contribution of these evaluations to decision-making and learning within the Bank.



13 evaluation products delivered in 2024



Knowledge, Dissemination, and Outreach in 2024



2024 Timeline

JAN

- Training: Leveraging Digital Technologies to Enhance Evaluation Design, Roll-out & Reporting



FEB

- Capitalization Workshop: Evaluation Synthesis on Support for Agriculture and Agribusiness Growth and Productivity (2021–2022)
- Capitalization Workshop: Evaluation Synthesis on Public Financial Management.
- EvalPartners Global Evaluation Forum
- Training: Artificial Intelligence and Machine Learning for Evaluation



- Training: Big Data (specifically Geo-spatial data) analysis for Evaluation

MAR

- Evaluation of Counterpart Funding at the AfDB
- 11th AfrEA Conference: Technology and innovation in evaluation practice in Africa
- Inaugural Evaluation Week of the European Bank for Reconstruction and Development

MAY

- Training: Inter-generational Communication at the Workplace

APR



JUN

- Webinar (gLOCAL event): Advancing sustainable agriculture, climate resilience, and renewable energy in Africa: Lessons from the evaluations of AfDB interventions
- Webinar (gLOCAL event): The role of parliamentarian networks such as APNODE in advocating and advancing policy solutions for transformational change
- Webinar (gLOCAL event): Maximizing the impact of institutional support for public finance modernization in countries in fragile situations
- Training: Evaluation Data Toolbox (e.g., Blockchain)
- Learning event: Demo Day on Youth Employment in Africa

JULY

- Sierra Leone: Evaluation of the AfDB's Country Strategy and Program (2013–2023)
- Rapid Evaluation of the Africa Investment Forum
- Mid-Term Evaluation of the AfDB's Policy on Results-Based Financing



AUG

- Liberia: Evaluation of the AfDB's Country Strategy and Program (2013–2023)
- Namibia: Evaluation of the AfDB's Country Strategy and Program (2014–2023)
- Comparative Study of Multilateral Development Bank Operating Models
- APNODE Annual General Meeting 2024: A Decade of Empowering African Parliamentarians for Stronger Legislation, Oversight, and Policy Impact

- 6th AfDB Development Evaluation Week 2024: Navigating rough seas towards a brighter horizon for Africa
- Capitalization Workshop: Development effectiveness and operational efficiency through decentralization, a One Bank approach, and synergy between Sovereign and Non-Sovereign Operations
- EPRADI 2024 Annual Meeting: Enhancing Evaluation and Fostering Collaboration among Sub-Regional Development Institutions

SEP

- 8th NEC Conference 2024: Strengthening National Evaluation Capacities

OCT

DEC

- Mid-Term Evaluation of the Botswana Country Strategy Paper (2022–2026)
- Approval of the IDEV Work Program 2025–2027
- 2024 Management Action Record System (MARS) Report
- Evaluation of AfDB's Support for the Transport Sector (2012–2023)
- Cluster Evaluation of AfDB Rail and Aviation Projects
- Evaluation of the Nigeria Trust Fund
- Synthesis report on the validation of 2022–2023 Project Completion Reports & Expanded Supervision Reports



NOV

- Learning Event: Evidence for Climate Action – How do we measure climate resilience?



PROVIDING LESSONS

Lessons to Adapt Bank Financial Policies, Strategies, and Instruments

In 2024, IDEV evaluated key aspects of the Bank's financial policies, strategies, and instruments. This section presents highlights and lessons from IDEV's evaluations of the Bank's policies on counterpart funding and results-based financing, as well as the performance of the Nigeria Trust Fund and the Africa Investment Forum.

Counterpart Funding at the African Development Bank Group

Counterpart funding, or cost-sharing for public sector projects, is governed by the 2008 AfDB **Policy on Expenditure Eligible for Bank Group Financing**. In 2024, IDEV completed an **evaluation of Counterpart Funding** in the Bank's sovereign operations over the period 2009–2022.

The evaluation found that the rationale for increasing flexibility in counterpart funding was based on solid foundations, and that the policy has remained largely coherent with the Bank's broader policy framework. While the applied flexibility led to a significant decline in average government cost-shares, there is little evidence that the Bank has consistently used the policy to tailor its support to countries' specific circumstances. Moreover, policy requirements were not always correctly implemented and did not significantly reduce risk. Finally, the evaluation identified policy oversights related to co-financing, certain sovereign operations, and in-kind contributions, highlighting the need for updates that reflect organizational changes.

IDEV Evaluator **Samson Houetohossou** shares five key lessons from the evaluation to inform future initiatives aimed at strengthening the strategic, conceptual, operational, and implementation aspects of the counterpart funding provisions of the Policy on Expenditure Eligible for Bank Group Financing.



In view of the many crises affecting RMCs in Africa, counterpart funding flexibility is more relevant than ever. The Bank's country offices still view counterpart funding as a useful mechanism to strengthen their partnerships with RMCs."

Samson Houetohossou, Principal Evaluation Officer, IDEV

Evaluator's Perspective



Box 1: Five Key Lessons on Counterpart Funding at the AfDB

<p>Question 1: The AfDB policy was benchmarked against those of the World Bank, the Asian Development Bank, the Inter-American Development Bank, and the Development Bank of Southern Africa. How well is the AfDB faring?</p>	<p>Lesson 1: Although the AfDB's policy on counterpart funding flexibility is worded similarly to the policies of comparator Multilateral Development Banks (MDBs), differences in interpretation and practices can pose a risk to the Bank's competitiveness.</p>
<p>Question 2: Requiring counterpart funding to finance projects in Regional Member Countries (RMCs) remains a debated approach to ensuring ownership. What are the current realities of financing sovereign operations, and what lessons have emerged over time?</p>	<p>Lesson 2: Securing country ownership requires a balanced partnership between the beneficiary country and the Bank, with each party taking the necessary steps to facilitate it. Counterpart funding requirements alone cannot secure ownership.</p>
<p>Question 3: What does the consistent monitoring of counterpart funding in West Africa reveal about how other regions and the Bank could strengthen counterpart funding practices?</p>	<p>Lesson 3: A consistent monitoring mechanism at the country, portfolio, and project levels can improve knowledge about counterpart funding, increase accountability for governments' counterpart funding, and improve project and portfolio performance.</p>
<p>Question 4: In light of increasing in-kind contributions resulting from fiscal constraints in RMCs, how can the Bank adopt a more systematic and transparent approach to valuing and managing these contributions?</p>	<p>Lesson 4: Clarifying the treatment of in-kind contributions can increase transparency, avoid discrepancies within the Bank, and contribute to managing counterpart funding more efficiently.</p>
<p>Question 5: How can the Bank more effectively engage with RMCs on its policy regarding eligible expenditures?</p>	<p>Lesson 5: Using Country Financing Parameters as tools for guiding dialogue on counterpart funding with government counterparts could render these Parameters more effective as part of wider cooperation between the Bank and RMCs.</p>

Management Response to the evaluation

Management welcomes IDEV's evaluation of the AfDB Group's counterpart funding component within the Policy on Expenditure Eligible for Bank Group Financing, as approved in 2008. The evaluation found that the introduction of more flexibility in the 2008 policy provision on counterpart funding remains highly relevant to RMCs' needs, resulting in significant declines in average government cost shares. However, the evaluation also identified several challenges, including the need to better tailor flexibility to diverse country circumstances, address tensions between flexibility and the continued reliance on counterpart funding requirements, and the continued reliance on counterpart funding without clear evidence of its impact on government ownership. Furthermore, it underscored the inefficiencies in establishing both country financing parameters and project-level justifications, alongside the lack of clarity in roles, responsibilities, and processing of country financing parameters. Overall, Management agrees with the evaluation's findings, conclusions, lessons, and recommendations. The insights provided by the evaluation will be instrumental in informing the revision of the counterpart funding policy provision and associated guidelines to better align with the evolving needs and operational context of RMCs.

Results-Based Financing at the African Development Bank Group

Approved on a pilot basis in November 2017 by the Bank's Board of Directors, Results-Based Financing (RBF) quickly became the Bank's third financing instrument, alongside Investment Lending and Program-Based Operations (budget support). The RBF Policy itself called for an evaluation at the end of the five-year pilot phase to inform future decisions. Led by IDEV Evaluator **Girma Kumbi**, the **evaluation** focused on helping the Bank learn from its initial experiences with the RBF instrument. It assessed the use of RBF by other multilateral development banks and reviewed 12 pilot projects implemented in six of the Bank's RMCs: Côte d'Ivoire, Egypt, Morocco, Mozambique, Rwanda, and Senegal. The evaluation found that the RBF Policy is well aligned with RMC needs, the Bank's strategic objectives, and the approaches of other development partners. However, slow implementation and capacity gaps were identified. Despite these challenges, most operations are likely to achieve their objectives. The evaluation recommends strengthening stakeholder engagement, design and implementation processes, and implementation capacity.

Girma Kumbi noted that the experience with RBF pilots in other multilateral development banks has generally been positive. From the evaluation, he drew three key lessons for the Bank:

Box 2: Key Lessons from Results-Based Financing at the AfDB

1. A common understanding of RBF and its conditions between the Bank and the implementing counterparts at the onset of an operation is a critical factor for success.
2. Involving Independent Verification Agencies in the design of an RBF operation alongside other stakeholders can improve results measurement.
3. Staff capacity both in the Bank and the recipient RMC is critical for the success of RBF operations.

Management Response to the evaluation

Management welcomes IDEV's Mid-term evaluation of the AfDB Group's Results-Based Financing Policy covering the period 2017 to 2023. The evaluation found the RBF instrument to be relevant, complementary to other lending instruments and strongly aligned with Bank's RMCs strategic priorities. However, the evaluation also identified several challenges, including the need to promote the use of the RBF instrument through capacity building activities for both Bank and RMCs. Overall, Management agrees with the evaluation's findings, conclusions, lessons, and recommendations. The insights provided by the evaluation will be useful in informing and strengthening the implementation of the instrument in the coming years.

Africa Investment Forum

IDEV conducted its first-ever rapid evaluation, focusing on the **Africa Investment Forum (AIF)**. In preparing the evaluation, IDEV engaged key internal stakeholders, including the Chairperson of the Board's Audit and Finance Committee, members of Senior Management, and the Bank's AIF Unit, to define the scope and focus of the assessment.

The evaluation assessed the extent to which the AIF's strategic orientation, objectives, and structure have been fit for purpose and responsive to the needs of RMCs, the Bank, and partner institutions since its launch in 2018. It found the AIF to be a relevant instrument for promoting investment in Africa. However, significant gaps and challenges in its design, operational framework, and implementation have affected its effectiveness and efficiency, thereby limiting its overall achievements.

IDEV made the following recommendations for consideration by the Bank:

- Strengthen the governance and accountability mechanisms of the AIF.
- Promote AIF engagement across the African continent, including in low-income and transition states.
- Improve communication and follow-up of deal preparation and investor engagement.
- Clarify and operationalize the Knowledge Environment Pillar.
- Refine performance measurement with specific and balanced Key Performance Indicators (KPIs) and regular monitoring and reporting of them.

Management Response to the evaluation

Management welcomes all the findings, lessons, and conclusions of the evaluation. While strengthening the platform's governance and accountability constitutes an ongoing effort that includes other founding partners, Management has taken decisive action in this direction since the implementation of the AIF Coordination Group through Presidential Directive 01/2024. Management agrees with the recommendations and undertakes to continue to implement this critical guidance from the evaluation to enhance the platform's effectiveness, improve its governance, and prepare its transition towards financial sustainability.

Nigeria Trust Fund

The Nigeria Trust Fund (NTF) is a special fund established through subscriptions by the Federal Republic of Nigeria and administered by the Bank. An evaluation was conducted to inform decisions regarding the Fund's future strategic orientation and use.

The ambition of the NTF is to provide additional resources to co-finance public and private sector operations alongside the African Development Bank and the African Development Fund (ADF), as well as to finance standalone operations in the Bank's RMCs. Its overarching objective is to support economic development and social progress in Africa, with a particular focus on the least developed countries.

The **evaluation** found that the NTF plays a valuable gap-filling role by complementing ADF resources in low-income countries and responding flexibly to urgent project needs. The efficiency and effectiveness of NTF-funded projects were rated satisfactory, and co-financed projects were generally effective in achieving their targeted outputs and outcomes across several sectors of the Bank. At the fund level, the evaluation noted that larger funds and facilities tend to benefit from economies of scale in administration and project management, a dynamic less accessible to the NTF given its limited size. Challenges related to the Fund's limited scale, restrictive funding terms, structural design, project selection processes, and low visibility reduced its overall relevance and impact. These challenges also raise questions about whether the NTF continues to offer a sufficient value proposition to justify its retention as a standalone financing window.



The NTF has an important 'gap-filling', complementary function. Task Managers and country beneficiaries frequently seek to use the NTF to address unexpected financing needs or to extend successful projects. This demand stems from the unpredictability common in low-income RMCs, where changes—such as funders withdrawing or cost increases from extreme weather, or early project success—can create both challenges and opportunities. For example, in Malawi, the use of NTF funding has enhanced the impact and sustainability of infrastructure projects by pairing water supply rehabilitation with maintenance training and providing equipment in technical colleges."

Clement Banse, Chief Evaluation Officer, IDEV

Evaluator's Perspective



Management Response to the evaluation

Management welcomes the independent evaluation of the Nigeria Trust Fund, covering the period 2009 to 2024, and in close consultation with the Government of the Federal Republic of Nigeria, has prepared this joint response. The evaluation offers valuable insights into the NTF's relevance, effectiveness, efficiency, and visibility, and highlights critical areas for reform. Management and the Government of the Federal Republic of Nigeria fully concur with IDEV's overarching conclusions: while the NTF continues to serve a key role—particularly in low-income and fragile states—its impact has been constrained by limited resources, a narrow set of instruments, and low visibility. Effectiveness has also been hampered by outdated operational frameworks, unpredictable project intake, and reliance on a single financing tool. Recognizing these limitations, both parties are committed to a phased revitalization of the NTF to strengthen the Fund's strategic positioning and address structural and operational challenges. Key reforms include recapitalizing the NTF to better support lower-income RMCs. This Management Response sets out a clear roadmap of actions and timelines to guide the NTF's transformation into a more agile, strategic, and catalytic financing vehicle.

Four Countries under the Spotlight

In 2024, four African countries, Botswana, Liberia, Namibia and Sierra Leone, came under the spotlight in dedicated evaluations of the implementation of the Bank's country strategies and programs. In Liberia, Namibia and Sierra Leone, IDEV assessed the performance and impact of the Bank's strategies over a full decade. The findings, lessons and recommendations from these evaluations aim to support both the Bank and the respective countries in strengthening cooperation frameworks and improving the efficiency, effectiveness, relevance, impact and sustainability of future operations. In Botswana, IDEV conducted a mid-term evaluation of the current Country Strategy Paper (CSP) to help improve results during the remaining implementation period.

Box 3: Evaluating CSPs in Liberia and Sierra Leone

Cognizant of the underlying structural vulnerabilities of the two countries shaped by turbulent histories, the Bank designed and implemented successive CSPs to foster inclusive and sustainable growth, strengthen governance, and build resilience by directly addressing the unique drivers of fragility in each country. Both CSPs focused on developing infrastructure, addressing institutional weaknesses, and encouraging private sector investments to stimulate economic recovery. IDEV assessed the CSPs implemented in Liberia and Sierra Leone over the period 2013 to 2023. The evaluations provided critical insights into how the Bank’s strategic efforts addressed key drivers of fragility, such as weak institutions, economic vulnerabilities, and social inequalities.

Liberia Country Strategy and Program (2013–2023)

Liberia’s CSPs covered the periods **2013–2017** (extended to 2018) **and 2019–2023** (extended to 2025). **The evaluation assessed a portfolio of 37 AfDB operations, with a total commitment of UA 388.9 million.** Table 1 presents the summary ratings across the five international evaluation criteria.



Table 1: Summary ratings for all Evaluation Criteria – Liberia CSP Portfolio (2013–2023)

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

The Bank's Country Strategy and Program in Liberia focused on infrastructure development, particularly in energy and transport, to address institutional weaknesses and rebuild critical infrastructure damaged during the civil war. The intended outcomes included improved economic diversification, inclusive growth, and better delivery of basic services, especially in health and education. The strategies also promoted governance reforms and more efficient resource management to create an enabling environment for private sector investment, with a specific focus on agriculture.

The evaluation identified several strengths, including responsiveness to Liberia's needs, flexibility in adapting to changing circumstances, and good coordination and synergies within sectors and with other development partners. However, it also highlighted key weaknesses such as limited achievement of outputs and outcomes, start-up and implementation delays, and persistent challenges to sustainability.

The evaluation recommended continuing Bank support to the transport, energy, and governance sectors to reinforce progress in reducing fragility and building resilience; improving the design of operations to better achieve higher-level strategic objectives; giving greater attention to cross-cutting issues relevant to the Liberian context, particularly fragility, gender inequality, environment and climate change, youth, and regional integration; strengthening the design, measurement, and reporting of results in the CSP Results Framework; and maintaining strong coordination with other development partners.

Management Response to the evaluation

Management welcomes IDEV's evaluation of the Bank's Country Strategy and Program in the Republic of Liberia for the period from 2013 to 2023. The evaluation assessed the performance and results of the Bank's operations in the country, highlighting strengths and providing recommendations to improve the implementation of current operations and inform decisions on future programs. Management agrees with the evaluation's lessons, conclusions, and recommendations, which are consistent with its findings from the 2019–2023 CSP mid-term reviews, the assessments made during the preparation of the extension of the current CSP, regular portfolio reviews and monitoring. The evaluation findings and recommendations such as improving the design of Bank operations for better achievement of higher-level strategic objectives and improving the quality of CSP Results Framework design, measurement, and reporting of results by linking results at the sector and CSP pillar levels will help guide the implementation of ongoing operations and the design of the new 2026–2030 CSP.



“One of the key lessons drawn from the IDEV evaluation was that a holistic approach is required to systematically link improved infrastructure and logistics to positive higher-level outcomes. For all new transport and energy infrastructure projects, we will conduct a sector mapping exercise and take into account the macro-economics of the locality. This will give us a holistic view of how these investments can directly support agribusiness value chains through improved logistics, market access, and energy supply for businesses.”

Yusuf Bob Foday, Senior Country Economist, Liberia

Sierra Leone Country Strategy and Program (2013–2023)

Sierra Leone’s CSPs spanned **2013–2017** (extended to 2019) and **2020–2024**. **The evaluation assessed a portfolio of 33 AfDB–approved projects, with a total envelope of UA 333.3 million.** Table 2 summarizes the ratings across the five international evaluation criteria.



Table 2: Summary Ratings for all Evaluation Criteria – Sierra Leone CSP Portfolio (2013–2023)

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

The 2013–2017 CSP (extended to 2019) emphasized investments in Water, Sanitation and Hygiene (WASH) and transport to address infrastructure deficits and improve access to basic services. It also prioritized strengthening economic governance to build robust and resilient institutions, modernize public financial management, and improve the management of natural resource revenues. The 2020–2024 CSP added a pillar to support inclusive growth and job creation through private sector development, with a particular emphasis on promoting locally owned small and medium-sized enterprises (SMEs).

The evaluation found that the Bank’s support was well aligned with Sierra Leone’s development needs and addressed key drivers of fragility, while maintaining coordination with other development partners. However, it also highlighted the complexities and challenges of delivering effective support in a fragile context. These included design flaws, limited resources, missed output and outcome targets, implementation delays, and sustainability shortcomings.

IDEV recommended that future Bank support to Sierra Leone focus on addressing remaining drivers of fragility and building resilience, with greater selectivity and a stronger emphasis on capacity building and institutional strengthening.

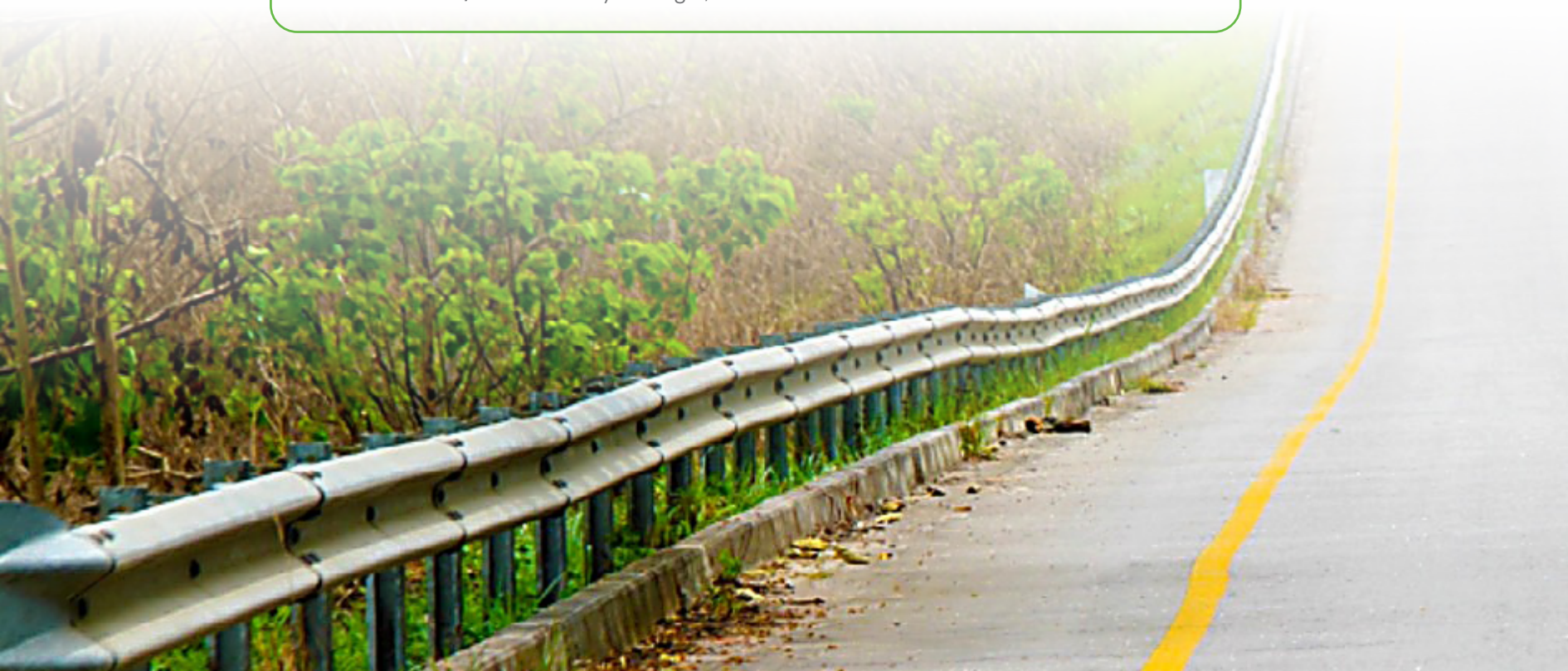
Management Response to the evaluation

Management welcomes IDEV's evaluation of the 2013–2019 and 2020–2024 Country Strategy Papers (CSPs) and associated programs for Sierra Leone. This is the first Country Strategy and Program Evaluation (CSPE) conducted for Sierra Leone since the establishment of the country office in 2006. Management appreciates the evaluation's rigorous methodology and participatory approach, and values the insights provided to guide future Bank interventions. The objective of the evaluation was to generate evidence-based findings, lessons, and actionable recommendations to inform the design of the next CSP and strengthen the Bank's strategic positioning in Sierra Leone. The evaluation concluded that the Bank made relevant strategic choices, while underscoring the need for more realistic planning and improved prioritization of resources to effectively operationalize strategies in transition states. Management is committed to implementing the recommendations to enhance the effectiveness and impact of the Bank's support.



One of the five key lessons drawn for the Bank's operations in Sierra Leone is that adaptation and flexibility are a prerequisite. The Bank demonstrated its ability to adapt to changing circumstances by shifting its strategic direction to increase the focus on the private sector in the CSP 2020–2024. We must now focus on the practical implementation, which the evaluation found to fall short of strategic ambitions. To this effect, we recently signed a Transaction Guarantee for a commercial bank to assist private sector companies to do business".

Halima Hashi, AfDB Country Manager, Sierra Leone



Box 4: Key Lessons from Liberia and Sierra Leone on Addressing Fragility

The evaluations of Liberia and Sierra Leone provide pivotal lessons on how targeted and adaptive interventions can enhance development outcomes in transition countries and fragile situations. The Bank's continued focus on understanding local contexts, building governance and institutional capacity, and fostering economic diversification and resilience will remain critical in its future efforts to support transition states across Africa. These lessons not only inform current strategies but also provide a blueprint for addressing fragility and building resilience in similar contexts.

- **Realistic planning and resources:** Effective operationalization of strategies in transition countries requires realistic planning supported by adequate human and financial resources.
- **Robust design and implementation:** The relevance, coherence, and sustainability of interventions hinge on their robust design and implementation arrangements.
- **Adaptation and program flexibility in evolving contexts:** Flexibility and the ability to adapt to changing circumstances are essential in transitional environments, particularly for post-crisis recovery.
- **Meaningful results in cross-cutting issues:** Achieving significant outcomes in areas that span multiple sectors requires sound analysis, sufficient resourcing, and consistent engagement throughout the project cycle.
- **Holistic approach to infrastructure and logistics:** A holistic approach is required to link infrastructure improvements, such as rural roads and market facilities, to positive higher-level outcomes like increased local trade. Integrating various systems such as transport, urban distribution, energy, and agricultural value chains can yield more substantial results, especially in contexts with low domestic demand.
- **Building government capacity:** Strengthening government capacity is key for the successful planning and implementation of projects in transition countries. Addressing capacity constraints, particularly in the public sector, is crucial for ensuring that interventions are executed efficiently and effectively.

Namibia Country Strategy and Program
(2014–2023)

Namibia’s CSPs spanned two cycles (2014–2018 and 2020–2024). The evaluation assessed a portfolio of 20 AfDB operations, with a total commitment of of UA 1.249 billion. Table 3 summarizes the evaluation ratings across the five international criteria.



Table 3: Summary Ratings for all Evaluation Criteria – Namibia CSP Portfolio (2013–2023)				
Relevance	Coherence	Effectiveness	Efficiency	Sustainability
Satisfactory	Partly Unsatisfactory	Partly Unsatisfactory	Partly Unsatisfactory	Partly Unsatisfactory

The Bank’s Country Strategy and Program for Namibia (2014–2024) focused on infrastructure development to support sustainable economic growth and on economic governance to foster a more enabling environment for business.

The evaluation found that the Bank’s support to Namibia was strongly aligned with national policies, strategies, and annual funding priorities. However, this alignment came at the expense of addressing several CSP objectives, resulting in weak cross-sector collaboration and limited coherence with other development partners. Effectiveness and efficiency were mixed, with significant delays attributed to weak project readiness.

Key lessons from the evaluation include the need to align skills development with job market demands, enhance knowledge management and institutional capacity, improve project preparation, and foster cross-sector synergies. The evaluation recommended improving the design of the Bank’s program and the internal coherence of its portfolio, strengthening external coherence and regional integration, and placing greater focus on inclusiveness and gender equality.

Management Response to the evaluation

Management welcomes IDEV's evaluation of the African Development Bank Group's Country Strategy and Program in Namibia for the period 2014 to 2023. The evaluation is timely, as the Bank is currently preparing the Completion Report of the 2020–2024 CSP for Namibia, which will inform the development of the new CSP for 2025–2029. Management appreciates the rigor of the evaluation and the inclusive, participatory approach adopted throughout the process. The evaluation found that the Bank's portfolio demonstrated strong adaptability in response to changing national and global circumstances. At the same time, it noted that while the Bank responded to evolving country demands, this led to limited synergies and complementarities in support of the CSP's strategic orientations. Management agrees with the evaluation's findings, conclusions, lessons, and recommendations. Many of the insights are consistent with observations from regular monitoring, portfolio reviews, follow-up missions, and the draft CSP Completion Report. These will inform policy dialogue with the Government of Namibia, guide the design of the new CSP, and strengthen the implementation of ongoing operations and future programs.

Box 5: Youth Employment in Namibia

Over the decade covered by the IDEV evaluation of the Bank's work in Namibia, the Bank financed the **Education and Training Quality Improvement Project (ETQIP)**. By upgrading facilities at the Kai//Ganaxab Youth Skills and Training Centre in Mariental Urban Constituency, the Bank provided a platform for young Namibians to acquire technical skills and improve their job prospects. Hilya Nduuvika Aludhila, a lead plumber at the Keetmanshoop vocational training centre, represents the transformative potential of these initiatives. Her story, featured in an **IDEV video**, is a testament to the Bank's vision of inclusivity and empowerment.

IDEV's findings confirm that the Bank's interventions align with Namibia's vision of enhancing opportunities for youth employment, including jobs for women in domains once considered to be male dominated.

However, to unlock the full potential of vocational education and training, it is crucial to go beyond infrastructure. By focusing on critical areas such as curriculum innovation, employer partnerships, and hands-on training, the Bank can further enhance its impact and help ensure that vocational education meets the evolving needs of Namibia's labor market.

Botswana 2022–2026 Country Strategy Paper

The Bank's CSP for Botswana for the period 2022–2026 is structured around two main pillars: (i) strengthening economic resilience through governance reforms and private sector development; and (ii) enhancing infrastructure to improve competitiveness and productivity.



The IDEV mid-term evaluation found that the CSP aligns well with Botswana's national vision and development plans. However, at mid-term, progress toward the 2026 targets was mixed. Significant gains were recorded under Pillar I, particularly in macroeconomic stabilization and fiscal reforms. In contrast, outcomes under Pillar II, particularly in energy access and renewable energy, were lagging behind targets. Project implementation experienced delays, largely due to procurement challenges and limited local project management capacity.

To achieve the CSP's goals by 2026, the mid-term evaluation emphasized the need for the Bank to ground its program, priorities, and targets in a thorough contextual analysis, including consideration of Botswana's prospective borrowing plans for public spending. The Bank should continue supporting fiscal reforms and efforts to diversify revenue sources. More vigorous actions will also be required to promote non-mining sectors, particularly through policies that foster innovation, entrepreneurship, and value chain development.

The evaluation recommended to maintain the Bank's strategic focus in Botswana on building economic resilience and advancing infrastructure development, while refining operational priorities to better reflect the evolving context and available resources; to improve the coordination between executing agencies and strengthen local project management; to intensify efforts to mainstream gender equality and empower youth; and to collaborate with development partners to form strategic partnerships and mobilize resources to maximize the impact of the CSP.

Management Response to the evaluation

Management welcomes IDEV's Mid-Term Evaluation of the African Development Bank's 2022–2026 CSP for Botswana, which was conducted alongside Management's own mid-term review. Management agrees with the evaluation's conclusions, lessons, and recommendations, many of which align with its findings from the mid-term review. Notably, Management fully supports the need to accelerate portfolio implementation and strengthen the execution capacities of project implementation units to achieve faster development results, particularly in infrastructure. Management also welcomes the evaluation's confirmation that the CSP's priority areas remain well-aligned with both government priorities and the Bank's strategic frameworks, ensuring a consistent approach to addressing Botswana's development challenges. In response to the evaluation's findings and recommendations, the CSP mid-term review will retain the two main pillars, strengthening economic resilience through governance reforms and private sector development, and enhancing infrastructure to improve competitiveness and productivity, for the remainder of the strategy period, while enhancing implementation flexibility through deeper engagement with the government to address emerging development needs. The evaluation's insights have been instrumental in shaping adjustments to CSP implementation, reinforcing the Bank's commitment to delivering impactful and timely development outcomes.



A Decade on the Move – What have we Learned?

In 2024, IDEV conducted two complementary evaluations of the African Development Bank’s support to the transport sector from 2012 to 2023. The first assessed the Bank’s overall contribution to roads, railways, air transport, waterways, and urban mobility across Regional Member Countries. The second focused specifically on rail and aviation projects, evaluating their performance, value addition, and alignment with regional strategies.

IDEV evaluated over a decade of Bank support and found that interventions contributed to enhanced connectivity, trade facilitation, regional integration, and economic growth. However, persistent challenges in efficiency, sustainability, and the integration of cross-cutting issues such as gender equality, climate resilience, and fragility limited the full realization of intended outcomes.

The cluster evaluation of rail and aviation projects underlined the importance of demonstrating the Bank’s additionality in capital-intensive sectors, especially where private sector involvement is limited. It also emphasized the need for robust financial sustainability planning, effective safeguards, and sound monitoring and evaluation systems. Furthermore, the evaluation highlighted the strategic role the Bank can play in leveraging long-term financing, policy dialogue, and institutional capacity-building.

Across both evaluations, IDEV drew lessons and issued recommendations to inform future transport operations. These include the need to:

- Align transport interventions with the AfDB’s Ten-Year Strategy (2024–2033) at corporate, regional, and national levels
- Enhance operational efficiency by reducing implementation delays and streamlining procedures
- Strengthen climate resilience by integrating robust design standards
- Improve infrastructure sustainability through long-term maintenance planning with development partners
- Enhance ancillary project components to boost development outcomes and stakeholder ownership.



“Transport is not merely about building infrastructure. It is the foundation of Africa’s integration, growth, and shared prosperity. This evaluation is a catalyst for accelerating progress toward more sustainable, inclusive, and future-ready transport systems. We recognize the crucial role that policymakers, investors, and stakeholders can play in turning the evaluation insights into concrete action that delivers real and lasting value for the continent.”

Joseph Mouanda, Chief Evaluation Officer, IDEV

Evaluator’s Perspective

Box 6: Lessons for rail and aviation projects

Following on from its earlier **cluster evaluation of AfDB road and port projects**, IDEV in 2024 conducted a **cluster evaluation of 16 rail and aviation projects** from the Bank's portfolio, spanning the period 2012–2023. The evaluation aimed to assess the relevance, coherence, efficiency, effectiveness, and sustainability of these investments in supporting regional integration, connectivity, and economic development. Despite implementation delays, most of the infrastructure delivered met the design specifications and standards. However, ancillary components such as markets, schools, and health facilities were often only partially delivered or cancelled altogether.

What lessons has IDEV drawn?

- On project performance:** Assessing the institutional capacity of executing agencies at the outset is critical to improving project performance. When capacity is limited, incorporating Bank technical support and close supervision into project design can help address implementation challenges and enhance outcomes, especially for projects involving partner agencies with constrained capabilities.
- On the importance of additionality:** Given that investments in the railway and aviation sub-sectors require substantial capital, it is crucial for the Bank to effectively demonstrate its additionality. This ensures that the Bank's limited resources are allocated appropriately. It also allows the Bank to highlight its unique contributions beyond what is available in the market, ensuring that it complements other financiers, and does not crowd out the private sector. For example, the Bank can offer long-term financing for high-risk, large-scale infrastructure projects, and essential non-financial support to enhance project design and implementation.
- On financial sustainability:** For capital-intensive operations such as railways and aviation projects, it is important to have a well-thought-out long-term financial sustainability plan. This ensures the availability of funds to implement appropriate and adequate maintenance programs extending beyond the Bank's involvement.
- On monitoring and evaluation systems:** A well-designed and implemented monitoring and evaluation (M&E) system is crucial to track progress and identify areas needing improvement. Particular attention is required for defining logic models, identifying risks, planning ancillary components, choosing measurable indicators, determining baselines, and monitoring implementation progress.
- On implementing environmental, social, and operational safeguards:** Implementing adequate environmental, social, and operational safeguards for investments in physical infrastructure can prevent potential environmental degradation and protect the livelihoods of beneficiary communities. Through investments in complementary components and separate value-addition projects that promote environmental and social causes, the Bank adds value not only as a financier but also as a promoter of sustainable development.

Learning from Others, Learning Together

Validating the Bank's Self Evaluations

In early 2024, IDEV independently validated 65 Project Completion Reports (PCRs) from 2023, out of a total of 78 PCRs eligible for validation. IDEV also validated the seven Expanded Supervision Reports (XSRs) received in 2023. The validations examined both the performance of the operations underlying the PCRs and XSRs, as well as the quality of the PCRs and XSRs themselves.

In addition, IDEV produced its biennial **Synthesis Report** covering the validation of PCRs and XSRs from 2022 and 2023. The purpose of this combined validation synthesis report was to provide credible evidence on project performance, the quality of PCRs and XSRs, and key lessons drawn from the findings of the validation of the 2022–2023 cohort of PCRs and XSRs.

The PCR validation synthesis component of the combined report is based on an analysis of 130 validated PCRs selected through stratified random sampling from a total of 167 PCRs that the Bank delivered in 2022–2023. The overall project performance of the 2022–2023 cohort of sovereign operations was found satisfactory on average, with a score of 2.94 out of 4, based on the combined core criteria of relevance, effectiveness, efficiency, and sustainability. Of the total 130 projects, 116 projects (89.2 percent) scored satisfactory or highly satisfactory on project performance. The overall quality of the 2022–2023 PCRs was found satisfactory (but at the lower end of the rating band), with an average score of 2.65 based on a standard set of nine criteria. 69 percent of the projects scored satisfactory or above.

The XSR validation synthesis component of the report is based on the validations prepared for the 18 XSRs delivered by the Bank in 2022–2023, a coverage of 100 percent. On project overall development performance (based on four sub-dimensions, namely: relevance, effectiveness, efficiency, and sustainability), 14 of the 18 projects achieved positive ratings (highly successful, successful and mostly successful). The remaining four projects were negatively rated: three being mostly unsuccessful and one highly unsuccessful. IDEV rated the quality of 3 XSRs (17 percent) highly satisfactory, 11 XSRs (61 percent) satisfactory, and 4 XSRs (22 percent) partly unsatisfactory.

The report drew lessons on topics such as consultative project design processes, participatory project management, good governance and capacity building, agility in implementation and management, the tenor of Lines of Credit, blended finance and de-risking mechanisms, technical assistance, and financial additionality.

The validations are expected to improve future project performance and enhance self-evaluation capacity by disseminating lessons derived from experience. The synthesis report is expected to assist the Bank's Management and operational staff to improve the management of current projects, the design and implementation of future projects, and the quality of future PCRs and XSRs.

Identifying Good Practices Among MDBs

In 2024, IDEV conducted a **Comparative Study of Multilateral Development Bank Operating Models** to identify lessons and good practices that can inform ongoing efforts to improve the Bank's operating model. The study examined how six MDBs implement decentralization, the "One Bank" approach, and synergies between sovereign and non-sovereign operations to enhance their operational and development effectiveness.

To disseminate the findings, IDEV organized a capitalization workshop that brought together over 160 Bank staff from headquarters, regional hubs, and country offices. The session featured insights from the Regional Director General for North Africa and Chair of the Decentralization Task Force, a Lead Country Coordinator, and a Senior Evaluation Officer from IDEV.

Discussions highlighted that decentralized decision-making can enhance project responsiveness but requires clear accountability mechanisms and stronger collaboration between regional and headquarters teams. Participants also noted that leveraging synergies between sovereign and non-sovereign operations presents opportunities to optimize resource allocation and boost private sector engagement.

The lessons and good practices identified through the study are being used to inform IDEV's ongoing evaluations of the **Bank's Decentralization** and **One Bank Approach**, contributing to continuous institutional learning and improvement.

Monitoring the Implementation of Evaluation Recommendations

IDEV produced its annual **Management Action Record System (MARS)** report to monitor the implementation of evaluation recommendations. MARS helps to ensure that the AfDB implements IDEV's recommendations, with the aim of continuously improving performance and results. It also assists the Board of Directors in its oversight role by providing the status of implementation of the action plans agreed in response to evaluation recommendations. Monitoring action plans to implement IDEV recommendations are an important way of learning, improving, and accountability.

The 2024 MARS report assessed the extent to which the Bank has acted upon recommendations from past IDEV evaluations, ensuring that lessons are effectively integrated into policies, strategies, and operations. It reviewed 151 recommendations from 50 evaluations, resulting in 425 actions. Findings indicate that while 95% of action plans were well aligned with evaluation recommendations, delays in implementation remain a concern, with 58% of action plans not completed on time. The average implementation delay increased to 245 days in 2024, compared to 193 days in 2023, highlighting persistent bottlenecks related to approval processes, resource constraints, and external dependencies. Despite these challenges, the adoption of recommendations has improved, with 72% rated as highly or substantially adopted, up from 68% in 2023.

In response to these findings, the Bank has reinforced accountability mechanisms by enhancing corporate KPIs, producing MARS flashlight reports twice a year, and fostering greater collaboration between IDEV and the Bank's Development Impact and Results Department. ●



As part of the Bank's commitment to accountability and oversight, the Management Action Record System (MARS) tracks the implementation of IDEV's recommendations, strengthening transparency and ensuring follow-through on evaluation findings — a critical process for a development finance institution to build trust, enhance learning, and improve development impact."

Amira Elmissiry, Chief Accountability Officer,
Development Impact and Results Department, AfDB





SHARING KNOWLEDGE AND STRENGTHENING AN EVALUATION CULTURE

In 2024, IDEV continued its efforts to foster a strong evaluation culture within the African Development Bank and beyond. Through knowledge-sharing events, capacity development initiatives and strategic partnerships, IDEV reinforced the importance of evaluation in enhancing development effectiveness.

Annex 4 illustrates IDEV's active engagement in regional and global evaluation events, partnerships with peer institutions, and contributions to the professionalization of evaluation, notably through participation in flagship events such as the AfrEA Conference, NEC, and APNODE meetings and the organization of the AfDB evaluation week.

Knowledge-sharing

IDEV facilitated multiple knowledge-sharing events and platforms to promote learning and the dissemination of evaluation insights, including:

The 2024 AfDB Development Evaluation Week

The **2024 AfDB Development Evaluation Week**, held in September, provided a dynamic platform for discussions on how evaluation findings can inform policy shifts, strengthen accountability, and enhance development effectiveness. Under the theme ***"Navigating Rough Seas Towards a Brighter Horizon for Africa,"*** the event attracted over 700 participants from multilateral organizations, governments, civil society, academia, and the private sector.

Key discussions centered on economic diversification, climate resilience, and fragility, underscoring the importance of flexible policies, regional integration, and value chain development to reduce Africa's dependence on commodity exports. Participants highlighted the need to integrate climate considerations into development planning from the outset and emphasized long-term, sustainable financing for adaptation efforts. On fragility and resilience, discussions reinforced that development interventions must be adaptable, context-specific, and anchored in strong local partnerships.

Capitalization Workshops for Bank Staff

IDEV organized a series of capitalization workshops to facilitate internal knowledge-sharing and strategic discussions based on lessons from evaluation syntheses and their implications for improving the Bank's development effectiveness. These sessions focused on IDEV's evaluation syntheses of support for **agriculture and agribusiness growth and productivity** and **public financial management (PFM)**, delivered in 2023.

- The workshop on agriculture and agribusiness growth highlighted the need for tailored interventions aligned with country-specific needs. Participants emphasized that successful outcomes require a clear understanding of market linkages, financing mechanisms, and infrastructure development. Discussions underscored the role of government policies in creating an enabling environment for agribusiness, stressing the importance of value chain integration and ensuring smallholder farmers benefit from productivity-enhancing initiatives.
- The PFM workshop emphasized that while PFM reforms align with national priorities, their success depends on strong political commitment beyond the technical level. Effective interventions to support PFM reform incorporate risk considerations, realistic indicators (including gender-sensitive ones), and robust monitoring and evaluation mechanisms. Sustainability was a critical concern, with participants advocating for long-term capacity-building initiatives, such as national PFM training centers, to mitigate staff turnover and knowledge loss.

A recurring theme across the workshops was the importance of adaptive learning mechanisms that enable real-time adjustments to interventions, ensuring that past lessons are systematically applied to future development efforts.

Public Financial Management Workshop in the D.R.Congo

During the AfDB Public Financial Management dialogue mission in Kinshasa, held in October and led by Mr. Kevin Lumbila, Division Manager in the Bank's Governance Department, IDEV shared key lessons from its impact evaluation of the **Public Finance Modernization Support Project** during a workshop co-organized with the **African Tax Administration Forum**. The workshop discussions highlighted the importance of flexible institutional support to strengthen domestic resource mobilization and human capital, while ensuring long-term fiscal sustainability. In this context, the establishment of a provincial civil service was identified as a prerequisite for training staff involved in revenue mobilization at the provincial level. It was also emphasized that ongoing discussions on securing sustainable financing for provinces and decentralized entities must come to fruition to ensure the long-term impact of reform-support projects.

African Evaluation Association (AfrEA) Conference

IDEV actively participated in the **11th AfrEA Conference** in Kigali, Rwanda, organizing a roundtable on "Advancing Sustainable Agriculture, Climate Resilience, and Renewable Energy in Africa." Discussions underscored the importance of adaptive strategies, private sector engagement, and long-term sustainability. IDEV also showcased evaluation knowledge products and engaged with regional and global evaluation professionals.

gLOCAL Evaluation Week

During the 2024 **gLOCAL Evaluation Week**, IDEV organized three key events that contributed to global discussions on evaluation and transformational change. These sessions provided a platform for sharing insights from AfDB evaluations, discussing implementation challenges, and identifying ways to strengthen evaluation-driven decision-making, particularly in Africa. The discussions focused on climate resilience, public financial management, and the role of parliamentarians in advancing evidence-based policies.

- The panel on **sustainable agriculture, climate resilience, and renewable energy** explored how evaluative knowledge can shape strategies in these sectors. Panelists emphasized the importance of bridging the gap between agricultural technologies and implementation, addressing financial barriers, and promoting large-scale, integrated projects that link agriculture, water, and energy. Discussions also underscored the need for risk-mitigation instruments to attract private sector investment in renewable energy and for embedding climate adaptation into all development projects.
- The session on **public financial management modernization** in fragile contexts focused on lessons from PFM evaluations, particularly in the Democratic Republic of Congo. Panelists emphasized that strong governance structures and transparency are essential for PFM reforms. They noted that limited knowledge-sharing among development partners hampers data collection for impact evaluations. The discussion highlighted the need for local stakeholder engagement, improved coordination, and capacity-building to enhance the effectiveness of PFM reforms.
- The session on **the role of parliamentary networks**, such as African Parliamentarians' Network on Development Evaluation (APNODE), examined how evaluation findings can inform policy decisions. Case studies from Uganda, Côte d'Ivoire, and Benin demonstrated how parliamentarians have used evaluative knowledge to influence governance reforms. However, challenges such as high turnover in government ministries and limited access to capacity development programs hinder their ability to apply evaluation results consistently. Panelists stressed the need for stronger training programs, better access to evaluation tools, and increased collaboration between governments, civil society, and multilateral institutions to support evidence-based policymaking.

A consistent theme across these sessions was the necessity of transforming evaluation insights into actionable policy and programmatic improvements.

AfDB/ILO Demo Day

The AfDB/ILO Demo Day provided a platform for the African Development Bank and the **International Labour Organization (ILO)** to share evaluative knowledge on youth employment in Africa and explore ways to improve program effectiveness and sustainability. **IDEV's mid-term evaluation of the AfDB's Jobs for Youth in Africa Strategy (2016 – 2025)**, presented at the event, provided critical insights, highlighting that while the strategy aligns with regional priorities, ambitious job creation targets and funding gaps pose significant implementation challenges. Discussions emphasized the need for adaptive programming, stronger monitoring mechanisms, and diversified funding sources to sustain impact. Participants highlighted the importance of shifting from short-term skills training to integrated, market-driven solutions that include business incubation and mentorship.

The AfDB/ILO Demo Day concluded with a call for greater collaboration between governments, the private sector, and development partners to ensure sustainable, data-driven employment strategies.



Capacity Development

Throughout the year, IDEV reinforced evaluation capacity within the AfDB and among external stakeholders, fostering the production, demand, and use of evaluative knowledge for better decision-making. Through targeted training sessions and strategic collaborations, IDEV reaffirmed its commitment to cultivating an evaluation culture within the Bank and across its Regional Member Countries.

A key initiative was the hands-on training program on Leveraging Digital Technologies for Evaluation Design, Roll-out & Reporting for IDEV staff, which focused on integrating artificial intelligence (AI), machine learning, big data, and digital tools into evaluation processes. Another important internal capacity-building effort was the Inter-generational Communication at the Workplace training, designed to enhance communication across generations and cultural backgrounds within IDEV.

Beyond the Bank, IDEV remained actively engaged in strengthening evaluation capacity across the continent by supporting key networks and institutions.

As part of its ongoing support to APNODE, IDEV continued to host the APNODE Secretariat and facilitated the work of its Executive Committee. To further support APNODE's mission, IDEV played a pivotal role in organizing its **9th Annual General Meeting** in Cotonou, Benin, bringing together parliamentarians and evaluation experts to discuss the role of evaluation in governance. Under the theme "A Decade of Strengthening the Capacity of African Parliamentarians for Better Legislation, Quality Oversight, and Public Policy Evaluation," the event reinforced the importance of evidence-based policymaking.

IDEV also actively contributed to the Evaluation Platform for Regional African Development Institutions (EPRADI) as an observer, advancing evaluation practices among regional development institutions. During **EPRADI's annual meeting** in Abidjan, hosted by IDEV, discussions centered on institutional evaluation achievements, strategic priorities, and expanding partnerships, including the Islamic Development Bank joining as a second observer.

Furthering its role in international evaluation, IDEV participated in the **8th National Evaluation Capacities (NEC) Conference** in Beijing, China, under the theme "Responsive Evaluation: For Government, For Inclusion, For the Future." Organized by the UNDP Independent Evaluation Office and the Global Evaluation Initiative, the conference focused on strengthening national evaluation systems to support the **SDGs**. IDEV also facilitated the participation of representatives from Côte d'Ivoire, Benin, Tanzania, and Uganda, as well as a Young and Emerging Evaluator (YEE) from Senegal, reinforcing its commitment to mentoring the next generation of evaluators.

Strategic Partnerships

Collaboration remained a key driver in strengthening the evaluation ecosystem in 2024. IDEV partnered with multilateral development banks, regional organizations, and evaluation networks to foster knowledge exchange and advance evaluation practices.

As an active member of **EvalPartners**, IDEV played a strategic role in shaping global evaluation capacity development, contributing to the implementation of the 2023–2030 Strategic Plan and participating in the **4th Global Evaluation Forum** in Morocco. A key outcome was the Rabat Declaration, reaffirming global commitment to strengthening evaluation practices despite challenges such as funding and coordination.

IDEV's participation in the European Bank for Reconstruction and Development's Inaugural **Evaluation Week** reinforced its commitment to advancing evaluation practices, particularly in climate action and AI, while fostering stronger collaboration among MDBs. Additionally, at the **Evidence for Climate Action** virtual event, organized by the Independent Evaluation Group of the World Bank and the German Institute for Development Evaluation, IDEV shared insights on measuring climate resilience, emphasizing risk assessments, vulnerability mapping, and socio-economic factors in resilience measurement. The **Nigeria Country Strategy and Program Evaluation** was highlighted as an example of IDEV's contextualized approach to governance, energy, and economic diversification.

Furthering its engagement in Africa, IDEV collaborated with **Twende Mbele** to strengthen national evaluation systems and promote evidence-based policymaking. It also partnered with **AfrEA** and national evaluation bodies to enhance evaluation capacities at individual, institutional, and systemic levels. A key focus was supporting YEEs in attending regional conferences, including the **Monitoring, Evaluation, Research, and Learning Week** in Uganda, the **Tanzania Evaluation Association** Conference in Tanzania, and the **South African Monitoring Evaluation Association** Conference in South Africa. Additionally, IDEV reinforced its commitment to Francophone Africa by supporting the 6th Annual Camp of Francophone Emerging Evaluators in Côte d'Ivoire, which focused on digital innovations in evaluation. ●



A LOOK AHEAD: THE 2025–2027 WORK PROGRAM

2024 was marked by extensive consultations to develop the **new IDEV work program for 2025–2027**. These consultations engaged both internal and external stakeholders, including IDEV staff. The internal consultations focused on reflecting on lessons learned from the 2022–2024 work program and how these insights could inform the upcoming cycle.¹

Stakeholders were encouraged to identify key areas requiring strategic attention from the Bank in the coming years, to assess the Bank's knowledge needs to support updates to its policies, strategies, major programs, and initiatives, and to suggest ways IDEV could enhance its knowledge management and dissemination. Additionally, discussions explored how IDEV could further promote a culture of evaluation within the Bank and in RMCs moving forward.

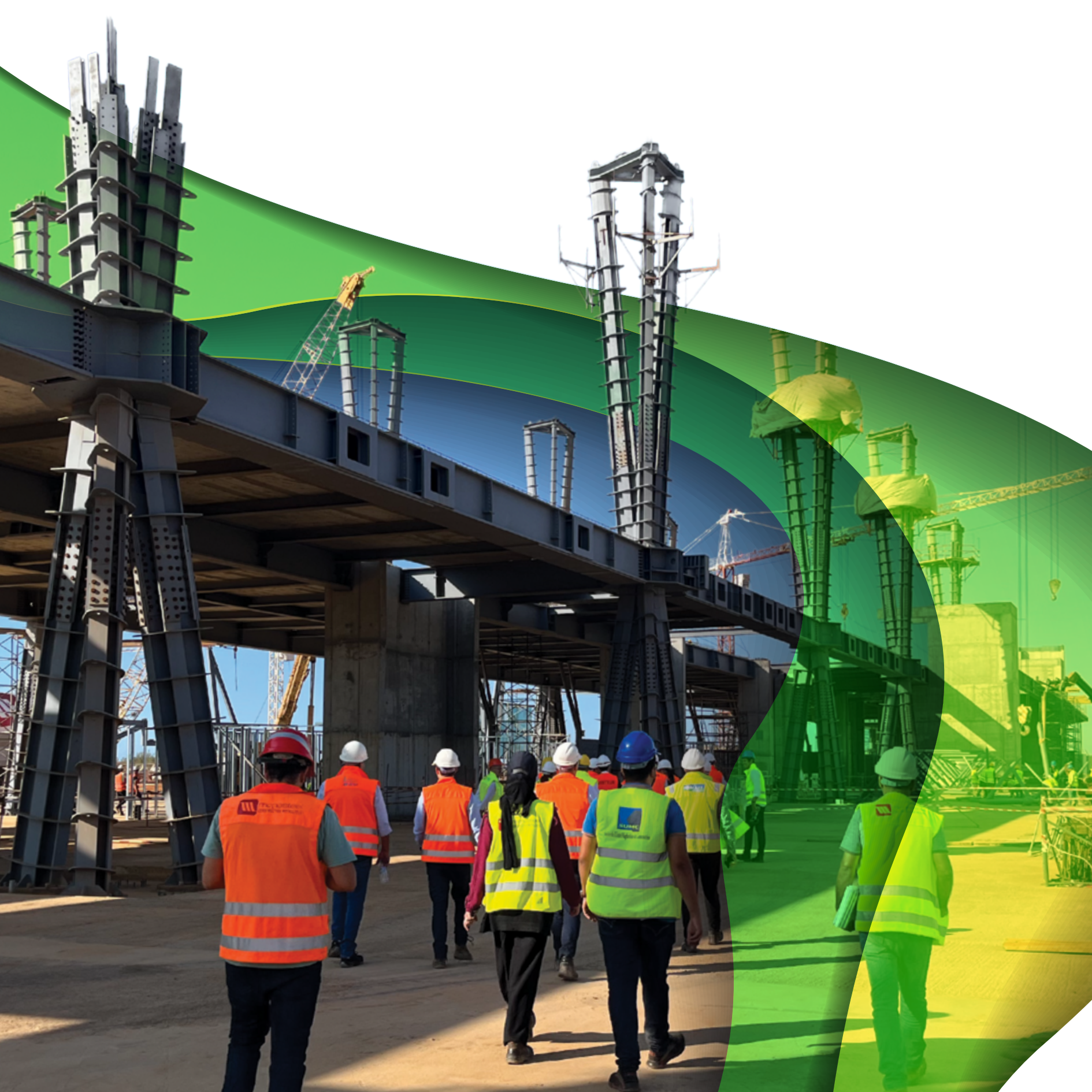
Following two discussions with CODE, the three-year work program approved by the Board of Directors at the end of the year is strongly aligned with the Bank's new TYS, organizing IDEV's evaluations into workstreams that match the chapters of the TYS. For example, IDEV will focus independent evaluations on the High 5 operational priorities, such as the upcoming evaluation of the Bank's support to private sector engagement in agriculture, and the Bank's support for cross-cutting priorities, such as gender equality and women's empowerment.

Under the 2025–2027 work program, IDEV will shift its focus from knowledge generation to knowledge use, i.e. incorporating knowledge from independent evaluations to inform policies, strategies/action plans, operations, and processes. To enhance the use of evaluations and foster a stronger learning culture across the Bank, several departments have expressed a desire to engage with IDEV more regularly, beyond the ad hoc contact that typically occurs when a specific evaluation is underway. IDEV therefore intends to follow the example of the independent evaluation offices of the Asian Development Bank and the World Bank and introduce structured and tailored learning engagements during the 2025–2027 work program. The first to be undertaken, in 2025, will be on the theme of promoting private sector solutions.

IDEV will ensure that its staff have the necessary technical capacity to undertake different types of evaluations. Greater attention to evaluative knowledge needs from the start of an evaluation and throughout the process should help to increase buy-in and ownership of the evaluation results by the Bank departments and offices expected to use them. Building on the positive experiences with capitalization workshops mentioned previously, dissemination of the final evaluation findings, lessons and recommendations will as much as possible take place in collaboration with stakeholders, such as the relevant Bank departments and regional and country offices.

Finally, IDEV will proactively provide targeted evaluative knowledge to the Bank and its RMCs and continue to promote a culture of evaluation and results. ●

¹ Annex 5 presents the results framework for IDEV's 2022–2024 work program. It provides consolidated data on progress toward expected impacts, outcomes, and outputs, as well as performance against key indicators. The results reflect IDEV's contribution to enhancing development effectiveness, promoting learning within the Bank and in regional member countries, and fostering a culture of evaluation over the work program period.



IN CLOSING

As we take stock of our achievements in 2024, we extend our sincere gratitude to all individuals and organizations who contributed to IDEV’s work, whether by participating in evaluations, engaging in learning events, or supporting us behind the scenes.

We are especially thankful to the AfDB Board of Directors, Management, and staff for their continued engagement with our evaluation products and events. Their guidance helped shape a work program that delivers timely, actionable evidence to support the Bank’s priorities.

We also deeply appreciate our partners, whose collaboration enabled us to conduct evaluations, promote knowledge sharing on key thematic issues, and advance evaluation capacity development across the continent.

IDEV’s team of staff and consultants bring a wealth of academic expertise and professional experience. Many have worked with government institutions, multilateral development organizations, and the private sector both in Africa and globally.

As of December 2024, IDEV comprised 53 employees (excluding vacant positions), including 33 professional-level staff, 8 general service staff, and 12 consultants, from 22 countries. Women represented 45 percent of professional-level staff and 43 percent of the total workforce.

Front Office			
First Name	Last Name	Division	Position
Karen	Rot-Munstermann	IDEV.O	Evaluator General
Andrew	Anguko	IDEV.O	Chief Quality and Methods Advisor
Myrtha	Diop	IDEV.O	Senior Administrative and Budget Assistant
Ruby	Adzobu-Agyare	IDEV.O	Team Assistant
Daouda	Drabo	IDEV.O	Consultant
Abdulkareem	Lawal	IDEV.O	Consultant

Power, Energy, Climate Change and Green Growth; Private Sector, Infrastructure and Industrialization; and Integration Evaluations

First Name	Last Name	Division	Position
Rufael	Fassil	IDEV.1	Division Manager
Joseph	Mouanda	IDEV.1	Chief Evaluation Officer
Clément	Banse	IDEV.1	Chief Evaluation Officer
Andson	Nsune	IDEV.1	Principal Evaluation Officer
Mabarakissa	Diomande	IDEV.1	Principal Evaluation Officer
Boubacar	Ly	IDEV.1	Principal Evaluation Officer
Jalaludeen	Issahaq	IDEV.1	Principal Evaluation Officer
Latefa	Camara	IDEV.1	Senior Evaluation Officer
Eustace	Uzor	IDEV.1	Evaluation Officer
Racky	Balde	IDEV.1	Evaluation Officer
Stephanie	Yoboue	IDEV.1	Evaluation Officer
Henda	Ayari	IDEV.1	Team Assistant
Yaya	Koloma	IDEV.1	Consultant

Agriculture, Human and Social Development, Country and Corporate Evaluations

First Name	Last Name	Division	Position
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Girma	Kumbi	IDEV.2	Chief Evaluation Officer
Debazou	Yantio	IDEV.2	Principal Evaluation Officer
May	Mwaka	IDEV.2	Principal Evaluation Officer
Oswald	Agbadome	IDEV.2	Principal Evaluation Officer
Samson	Houetohossou	IDEV.2	Principal Evaluation Officer
Akua	Arthur-Kissi	IDEV.2	Principal Evaluation Officer
Leticia	Taimo Jansen	IDEV.2	Senior Evaluation Officer
Christoffer	Claussen	IDEV.2	Senior Evaluation Officer
Bilal	Bagayoko	IDEV.2	Evaluation Officer

Agriculture, Human and Social Development, Country and Corporate Evaluations

First Name	Last Name	Division	Position
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Hermann	Kouame	IDEV.2	Consultant
Alain	N'ghauran	IDEV.2	Consultant
Ali	Compaore	IDEV.2	Consultant

Knowledge Management, Outreach, and Capacity Development Division

First Name	Last Name	Division	Position
Jayne	Musumba	IDEV.3	Division Manager
Raky	Gassama	IDEV.3	Principal Knowledge Management Officer
Christine	Bukania	IDEV.3	Principal Knowledge Management Officer
Jacqueline	Nyagahima	IDEV.3	Principal Knowledge Management Officer
Damase-Eric	Sossou	IDEV.3	Principal Evaluation Capacity Development Officer
Maria	Muzaaki	IDEV.3	Senior Knowledge Management Officer
Kate	Stoney	IDEV.3	Senior Communications Officer
Najade	Lindsay	IDEV.3	Knowledge Management Officer
Marc	Bappa Se	IDEV.3	Knowledge Management Officer
Souleymane	Dieye	IDEV.3	Senior Evaluation Database Assistant
Aminata	Kouma	IDEV.3	Evaluation Knowledge Assistant
Annita Claire	Anon-Kouadio	IDEV.3	Team Assistant
Eliette	Belamang-Capel	IDEV.3	Consultant
Arsène	Birindwa	IDEV.3	Consultant
Rogers	Ssekubwa	IDEV.3	Consultant
Marie Josée	Abbet	IDEV.3	Consultant
Salimata	Traore	IDEV.3	Consultant



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Status of implementation of IDEV Work Program as at 31 December 2024

Implementation progress of evaluation products in the IDEV work program to 2024

Type of Evaluation	Work Program Year	Status as of 31 December 2024	Year of (planned) Delivery
PCR & XSR Validations			
2021 PCR validations: up to 65	2022	Completed	2022
2021 XSR validations: up to 25	2022	Completed	2022
Synthesis Report of 2020–2021 PCR and XSR Validations	2022	Completed	2022
2022 PCR validations: up to 65	2023	Completed	2023
2022 XSR validations: up to 25	2023	Completed	2023
2023 PCR validations: up to 65	2024	Completed	2024
2023 XSR validations: up to 25	2024	Completed	2024
Synthesis Report of 2022–2023 PCR and XSR Validations	2024	Delivered	2024
Project Cluster Evaluations			
Technologies for African Agricultural Transformation Program, Phase I	2022	Completed	2023
Rail and aviation projects	2023	Delivered	2024
Governance Institutional Support Projects in Zimbabwe	2024	Ongoing	2025
Impact Evaluations			
The Support to Maternal Mortality Reduction Project in Tanzania	2022	Completed	2023
A Jobs for Youth in Africa Project	2024	Ongoing	2025

Type of Evaluation	Work Program Year	Status as of 31 December 2024	Year of (planned) Delivery
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Country and Regional Evaluations

Tanzania CSP Mid-Term Evaluation	2022	Completed	2023
eSwatini CSP MTR Validation	2022	Completed	2023
Kenya CSPE	2022	Completed	2023
Liberia CSPE	2022	Completed	2024
Namibia CSPE	2023	Completed	2024
Sierra Leone CSPE	2023	Completed	2024
RISP North mid-term evaluation	2023	Ongoing	2025
Mid-Term Evaluation of the Botswana CSP	2024	Delivered	2024
Gambia CSPE	2024	Ongoing	2025
The Regional Integration Framework (2018– 2025)	2024	Ongoing	2025
Validation of the Completion Report of the South Sudan CSP	2024	To be replaced	2025

Sector and Thematic Evaluations

Economic and Sector Work	2022	Completed	2023
Mid-Term Evaluation of Results-Based Financing Policy (2017)	2022	Completed	2024
Transport Sector	2023	Delivered	2024
Bank's Support for Economic Diversification	2023	Ongoing	2025
Africa Investment Forum (Rapid Evaluation)	2024	Completed	2024
Implementation of the Selectivity Framework	2024	Ongoing	2025
Implementation of the Multidimensional Debt Action Plan (2021–2023)	2024	Ongoing	2025

Type of Evaluation	Work Program Year	Status as of 31 December 2024	Year of (planned) Delivery
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Corporate Evaluations

Counterpart Funding	2019	Completed	2024
HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management)	2022	Ongoing	2025
HR Evaluation 2 (Workforce Planning & Incentive structure)	2022	Ongoing	2025
Bank's Decentralization	2023	Ongoing	2025
Implementation of the One Bank Approach	2023	Ongoing	2025
Nigeria Trust Fund	2024	Delivered	2024
Implementation of GCI-VII commitments	2024	Ongoing	2025

Evaluation Syntheses and Comparative Studies

Evaluation Synthesis of Public Financial Management	2022	Completed	2023
Comparative Study: MDB Operating Models	2023	Completed	2024
Evaluation Synthesis of Policy Dialogue	2023	Ongoing	2025
Evaluation Synthesis of Technical Assistance	2024	Ongoing	2025

Other Products

IDEV Annual Report 2021	2022	Completed	2022
IDEV Annual Report 2022	2023	Completed	2023
IDEV Annual Report 2023	2024	Completed	2024
IDEV MARS Report 2022	2022	Completed	2023
IDEV MARS Report 2023	2023	Completed	2023
IDEV MARS Report 2024	2024	Delivered	2024

Note: Completed = presented to CODE and made public. Delivered = submitted for Management Response, awaiting CODE presentation.

Summary of IDEV evaluations delivered in 2024



PCR & XSR Validation Syntheses



2022–2023 PCR & XSR Validation Synthesis Report

What did IDEV evaluate?

IDEV validated Project Completion Reports (PCRs) and Expanded Supervision Reports (XSRs). Through this process, it produced PCR Evaluation Notes (PCRENs) and XSR Evaluation Notes (XSRENs). These notes formed the basis of the 2022–2023 validation synthesis report, which covered 130 PCRs from public sector operations (representing 77.84% of operations for which a PCR was delivered) and 18 XSRs from private sector operations received by IDEV (representing 100% coverage).

What did IDEV find?

Performance of the reviewed 2022–2023 PCRs:

- Overall project performance: The overall project performance was found satisfactory on average. Of the total 130 projects, 116 projects (89.2%) achieved a positive rating (satisfactory or highly satisfactory).
- Performance by region and sector: The performance is relatively similar across the regions, with an average score of 2.94 out of 4. No single sector stands out as performing substantially better than the others.
- PCR and PCREN Ratings Disconnect: Over the period 2022–2023, the PCRs' average overall performance score was 3.23 compared with 2.94 for the PCRENs, a statistically significant difference.
- PCR quality has scope for improvement: The overall quality of PCRs was satisfactory, with an average score of 2.65. However, with the "satisfactory" band ranging from 2.50 to 3.49, a score of 2.65 is at the lower end, and considerable scope remains to improve PCR quality.

Performance of the 2022–2023 reviewed XSRs:

- Overall project performance: The overall project performance has achieved positive development outcomes. Of the 18 validated interventions, 14 projects (77.8 percent) achieved a positive rating (highly successful, successful or mostly successful).

- | XSR quality has some scope for improvement: The quality assessment revealed that 14 out of 18 (78%) were rated as satisfactory or higher, while four (22%) were deemed partly unsatisfactory. Despite the overall positive ratings, there is room for improvement in the identification and formulation of lessons.

What lessons did IDEV draw?

From the 2022–2023 PCRs and their validation:

- | Consultative project design process: Engaging key stakeholders ensures their needs are identified and met, fosters ownership from the outset, and aligns design with country priorities and donor policies.
- | Participatory project management: Success is more likely when stakeholders agree on governance models and are engaged from the conceptual phase.
- | Good governance and capacity building: Strengthening institutional and technical capacities of stakeholders is essential to achieve project goals and sustain results.
- | Agility in implementation and management: Adaptive management enables necessary adjustments to maintain relevance and effectiveness. A well-structured defects liability period helps ensure construction quality. Crisis responses benefit from flexibility and strong coordination while maintaining accountability.
- | Building and strengthening partnerships: Strong early partnerships and sustained dialogue with development partners enhance ownership and the sustainability of results.
- | Coordinated monitoring: Aligning monitoring efforts with development partners reduces transaction costs, particularly in low-capacity settings.
- | Clear financing articulation: Clearly defining and aligning financing instruments reduces implementation delays and mitigates foreign exchange risks.

From the 2022–2023 XSRs and their validation:

Finance sector:

- | Long-tenure Lines of Credit: Additional incentives are needed to encourage PFIs to extend long-term loans to MSMEs.
- | Blended Finance and De-risking Mechanisms: These can help attract local institutional capital and improve access to finance.
- | Training for LoC Borrowers and Beneficiaries: Strengthening financial management skills improves creditworthiness and implementation efficiency.
- | Compliance with Loan Covenants: Early compliance and performance reporting are essential for the success of LoCs.
- | Market Enabler Technical Assistance: TA facilities are vital to support capital market development and issuer capacity.

Real sector:

- | Early Works Contracts: These support smooth project execution through early mobilization of design and construction.
- | Leveraging Bank experience: Drawing on lessons from past projects improves project start-up and implementation.
- | Participation in complex investments: The Bank's structured involvement builds confidence and supports project completion.
- | Financial Additionality: Long-term and concessional financing contribute to project viability and efficiency.
- | Adherence to agreements and plans: Discipline in financial and operational planning supports timely and cost-effective completion.

Evaluation Task Manager

Clement Banse, Chief Evaluation Officer, IDEV. 1



Project Cluster Evaluations



Cluster Evaluation of AfDB Rail & Aviation Projects

What did IDEV evaluate?

IDEV conducted a cluster evaluation of 16 rail and air transport projects supported by the AfDB across the African continent between 2012 and 2023, for a total value of more than UA 1 billion.

What did IDEV find?

- | **Relevance** (Satisfactory): the evaluation found that the Bank's interventions' objectives aligned with its relevant corporate strategies, policies, and priorities (Ten-Year Strategy (2013-2022), Transport Policy (1993), country strategy papers, regional integration strategy papers, and High 5s), those of other entities (United Nations Sustainable Development Goals and the African Union's Agenda 2063) and met the development needs of its Regional Member Countries (RMCs).

- **Coherence** (Satisfactory): Internal coherence within both the rail and aviation sub-sectors was found to be strong, with robust synergies and interlinkages with other projects in the indicative operational program of the CSPs and/or the existing portfolios. The evaluation also found evidence of external coherence with the interventions of other development partners.
- **Effectiveness** (Satisfactory): The majority of the 13 implemented cluster projects successfully delivered physical infrastructure components to appropriate design specifications and standards, with operating performance achieving planned levels of service. In contrast, projects' ancillary components were only partly delivered or cancelled altogether. In terms of outcomes, the evaluation found that the development of physical infrastructure schemes typically had direct benefits for users in terms of connectivity, operational efficiency and safety improvements. Projects focused on institutional capacity building, in contrast, had limited success.
- **Efficiency** (Partly unsatisfactory): The evaluation noted long delays experienced during the delivery of most projects, with a number of sources identified, including capacity limitations of executing agencies, inflexible Bank processes, and requirements that were challenging to adhere to. Notwithstanding the implementation delays, most projects were assessed favorably in terms of their use of financial resources.
- **Sustainability** (Satisfactory): The evaluation found the ability of the interventions to provide long-term benefits to be mixed, with a large degree of variance noted between projects. Most physical infrastructure designs appeared to reflect appropriate quality standards and adaptation elements. However, long-term financial sustainability concerns were noted across several project assessments, with potential consequences for infrastructure maintenance.

What lessons did IDEV draw?

- **Enhancing Project Performance:** The Bank's technical support and close supervision of projects involving partner executing agencies with limited implementation capacity can significantly enhance project performance. Project assessments revealed varying levels of institutional capacity and strength among executing agencies. Assessing and addressing the institutional capacity of executing agencies at the outset of projects is key to enhancing project performance. Where capacity is found to be deficient, including Bank technical support and close supervision as a component of the project interventions can help to address the challenges and enhance project performance.
- **Demonstrating Additionality:** Given the capital-intensive nature of investments in the railway and aviation sub-sectors, effectively demonstrating the Bank's additionality is paramount. This ensures that the limited resources of the Bank are allocated appropriately and allows the Bank to highlight its unique contributions beyond what is available in the market, ensuring it does not crowd out the private sector and that it complements other financiers. For example, the Bank can play a crucial role by offering long-term financing for high-risk, large-scale infrastructure projects that commercial banks typically avoid. Furthermore, the AfDB can provide essential non-financial support, such as technical expertise, policy advice, and capacity building, to enhance project design and implementation.
- **Financial Sustainability:** A well-thought-out long-term financial sustainability plan for capital-intensive operations such as railways and aviation projects can enhance efforts to implement appropriate and adequate maintenance programs that extend beyond the Bank's involvement.

Robust M&E Systems: A robustly designed and implemented M&E system is crucial for the successful delivery of interventions, as it helps track progress and identify areas needing improvement. However, project assessments found that while logical frameworks were generally well-articulated, the quality, adequacy, design, implementation and use of M&E systems were often insufficient. Key issues included inadequate risk identification, insufficient monitoring of implementation progress, and poorly planned ancillary components. Additionally, the lack of well-defined logic models, measurable indicators, and baselines limited the evaluability of projects. Ensuring that the M&E system avoids these shortcomings can promote timely data analysis for accountability, management, and learning.

Environmental and Social Safeguards: Implementing adequate environmental, social, and operational safeguards for investments in physical infrastructure can prevent potential environmental degradation and protect the livelihoods of beneficiary communities. The evaluated cluster projects were found to have largely created opportunities for complementary components and separate value-addition projects that promote environmental and social causes in the affected areas. By doing so, the Bank added value not only as a financier but also as a promoter of sustainable development. The Bank's reputation helped allay concerns around environmental, social, and political risks held by other development partners, encouraging their buy-in. However, compliance with the safeguards by the borrower may be unlikely if this obligation is not defined in the borrowing terms.

What did Management respond?

N/A, as the evaluation did not make recommendations

Evaluation Task Managers

Joseph Mouanda, Chief Evaluation Officer, IDEV.1, and Mohammed Jalaludeen Issahaq, Principal Evaluation Officer, IDEV.1



Country Strategy and Program Evaluations



Liberia: Evaluation of the AfDB's Country Strategy and Program (2013–2023)

What did IDEV evaluate?

IDEV conducted an evaluation of the Liberia Country Strategy and Program over the period 2013–2023. The evaluation covered two Country Strategy Paper (CSP) cycles: The CSP for 2013–2017 (extended to 2018) and the CSP for 2019–2023 (extended to 2025). During these two CSP cycles, the Bank approved 37 operations totalling around UA 388.9 million. The primary purpose of this evaluation was to inform the implementation of the remainder of the ongoing CSP and the design and implementation of the next strategy cycle for 2026–2030 for enhanced development effectiveness.

What did IDEV find?

- The evaluation found that the Bank's support responded to the immediate needs of the Government of Liberia and its population, as defined in the two successive national development agendas: the Agenda for Transformation (2012–2017) and the Pro-Poor Agenda for Prosperity and Development (2018–2023). Relevance was rated satisfactory, despite shortcomings in quality of design.
- In terms of coherence, the Bank's portfolio showed good coordination and synergies between sectors, and effective coordination with other development partners. Rated satisfactory.
- The evaluation rated the achievement of results by Bank CSPs in Liberia as partly unsatisfactory. Outputs were achieved with many gaps, and in only a few cases were outputs fully achieved. Very few outcome targets were achieved, with significant gaps.
- The Bank's contribution to knowledge creation and policy dialogue was deemed limited.
- Concerning cross-cutting issues, the evaluation showed that the Bank supported efforts to promote environmental sustainability and gender equity. However, some practical challenges remain regarding the implementation of E&S measures and M&E.
- Overall, the sustainability of the Bank's support to Liberia's development was rated partly unsatisfactory, with significant weaknesses in institutional capacity and measures for ensuring financial sustainability and ownership of Bank interventions in the medium to long-term.
- Most of the Bank's interventions were found to suffer from significant start-up and implementation delays, and returns on investment could not be assessed. Despite strong partnerships and mobilization of resources from development partners, efficiency was rated partly unsatisfactory.

What lessons did IDEV draw?

- Adaptation and flexibility of programs are crucial for post-crisis recovery in transition environments.
- A holistic approach is required to systematically link improved infrastructure and logistics to positive higher-level outcomes.
- Building government capacity is key for successful planning and implementation in transition countries.
- Ex-ante market research and value chain studies can improve project design in production sectors such as agriculture, agro-forestry and SME support.

What did IDEV recommend?

- Continue Bank support to the transport, energy, and governance sectors to reinforce progress made toward reducing fragility and building resilience.
- Improve the design of Bank operations for better achievement of higher-level strategic objectives.
- Improve the mainstreaming and monitoring of cross-cutting issues in the CSPs and Bank operations to enhance effectiveness

What did Management respond?

Management welcomed IDEV's evaluation and agreed with its lessons, conclusions, and recommendations, which were consistent with its own findings from the 2019–2023 CSP mid-term review, the assessments made during the preparation of the extension of the current CSP, regular portfolio reviews, and monitoring. The evaluation findings and recommendations would help guide the implementation of ongoing operations and the design of the new 2026–2030 CSP.

Evaluation Task Manager

Boubacar Ly, Principal Evaluation Officer, IDEV.1



Sierra Leone: Evaluation of the AfDB's Country Strategy and Program (2013-2023)

What did IDEV evaluate?

IDEV evaluated the AfDB's Country Strategy and Program in Sierra Leone for the period 2013-2023. Over this period, the Bank developed two CSPs: the 2013-2017 **CSP, which was extended until 2019**, and the 2020-2024 **CSP**. They comprised a portfolio of 33 approved projects worth about UA 333.3 million distributed among four key sectors: transport, power, water and sanitation, and multisector.

What did IDEV find?

- The AfDB generally made relevant and strategic choices in Sierra Leone by aligning its support with the country's needs and addressing key drivers of fragility, while coordinating with other development partners.
- The relevance and coherence of the AfDB's assistance were found satisfactory, while the Bank's effectiveness in achieving its objectives was found partly unsatisfactory. Only 61% of the expected outputs and 47% of the expected outcomes were met at the time of the evaluation, and achievement of CSP results was undermined by the impacts of two major crises, a fragmented PSD approach, unrealized funding, and weak implementation capacity.
- Sustainability was a major concern across the infrastructure and economic governance pillars, where shortcomings in institutional and financial sustainability threaten the long-term benefits of interventions. For this reason, sustainability was rated partly unsatisfactory.
- The Bank implemented the strategy with limited efficiency but with strong involvement of the Government of Sierra Leone, despite the capacity constraints affecting implementation.

What lessons did IDEV draw?

- To promote private sector development in transition contexts, having a coherent, targeted, realistic and adequately resourced country level strategy is crucial.
- Realistic planning supported by adequate human and financial resources is essential for operationalizing strategies in transition countries.
- Robust designs and implementation arrangements are critical for enhancing the relevance, coherence and sustainability of interventions.
- Adaptation and flexibility are a prerequisite in volatile and transition environments.
- Achieving meaningful results in cross cutting issues requires sound analysis, resourcing and consistent engagement across the project cycle.

What did IDEV recommend?

- Support Sierra Leone in making a successful transition by focusing the Bank's strategy and program on addressing the remaining drivers of fragility and building resilience, while applying greater selectivity.
- Improve implementation performance and enhance the institutional and financial sustainability of interventions by reinforcing capacity building and institutional strengthening activities.
- Achieve more transformative change by strengthening the quality of integration of cross cutting issues across the project cycle.

What did Management respond?

Management welcomed the evaluation's rigorous methodology and participatory approach and values the insights for guiding future Bank interventions. Management is committed to implementing the recommendations to improve the effectiveness and impact of the Bank's interventions in Sierra Leone.

Evaluation Task Manager

May Mwaka, Principal Evaluation Officer, IDEV.2



Namibia: Evaluation of the AfDB's Country Strategy and Program (2014–2023)

What did IDEV evaluate?

IDEV conducted an evaluation of the AfDB's Country Strategy and Program in Namibia for the period 2014–2023. The evaluation covered two CSPs: the 2014–2018 CSP, which focused on infrastructure development for sustainable economic growth, and the ongoing 2020–2024 CSP, assessed up to the end of 2023, which focuses on economic governance for an improved business-enabling environment. The main purpose of this evaluation was to contribute to the Bank's accountability and learning by informing the next CSP for 2025–2029. It covered a portfolio of 20 operations worth about UA 1.249 billion distributed among six sectors: water supply and sanitation, transport, social, multi-sector, finance, and agriculture.

What did IDEV find?

- The Bank's interventions leveraged its comparative advantages and were closely aligned with the needs of the population of Namibia as well as the national policy goals, strategies and plans over the 10-year period. The Bank also adapted well to sudden changes in socio-political landscape (drought, COVID-19 pandemic).

- Support aligned with the needs and priorities of the country and beneficiaries. However, in terms of the design of the Bank's program, the evaluation found a discrepancy between the priorities set out in the CSPs and the Bank's actual interventions.
- Effectiveness of the Bank's interventions was found to be partly unsatisfactory across the two CSPs, with only 54 percent of the expected outputs and 50 percent of the expected outcomes achieved at the time of the evaluation.
- Overall efficiency of the Bank's support to Namibia was found to be partly unsatisfactory. Most of the Bank's interventions encountered delays in project start-ups and during implementation.
- The sustainability of the Bank's support in Namibia was found to be partly unsatisfactory, with limitations in institutional capacity and measures for ensuring financial sustainability.

What lessons did IDEV draw?

- If not well managed, the demand-driven dynamic between the Bank's CSP programs and the evolving needs of the Government of Namibia is likely to negatively affect the internal coherence of the Bank's programs and lead to portfolio dispersion.
- Aligning education and skills development programs to job market needs is instrumental to inclusive growth.
- Knowledge management and institutional capacity building, including in monitoring and evaluation, are necessary to maximize project results and sustainability.
- Improving quality-at-entry and project preparation contributes to smooth project implementation and avoids efficiency losses.
- Lack of synergies and complementarities between sectors and projects limit the ability of the Bank's country program to tackle the barriers to business development, value addition, micro, small and medium enterprises support and job creation in an integrated way.

What did IDEV recommend?

- Enhance the design of the Bank's program and the internal coherence of its portfolio of interventions.
- Strengthen coherence of the Bank's support with that of other development partners supporting Namibia.
- Promote effective implementation of the Bank's Strategy and Program.
- Strengthen the Bank's support for regional integration between Namibia and its neighbors.
- Enhance the Bank's focus on issues of inclusiveness and gender inequality.

What did Management respond?

Management welcomed the results of IDEV's evaluation of the Bank's Country Strategy and Program in Namibia from 2014 to 2023, and appreciated the rigor of the evaluation, inclusiveness and participatory nature of the process followed. Management agreed with the evaluation findings, conclusions, lessons, and recommendations, which will inform the dialogue with the Government and the preparation of the new 2025–2029 CSP, as well as guiding the implementation of the ongoing operations and the design of future programs.

Evaluation Task Managers

Mabarakissa Diomandé, Principal Evaluation Officer, IDEV 1 and **Samson Houetohossou, Principal Evaluation Officer, IDEV.2**



Botswana: Mid-Term Evaluation of the AfDB's Country Strategy Paper (2022–2026)

What did IDEV evaluate?

IDEV conducted a Mid-Term Evaluation (MTE) of the 2022–2026 Country Strategy Paper (CSP) for Botswana, assessing eight projects with a total commitment of UA 198.42 million. The evaluation aimed to assess the implementation and performance of the CSP thus far, and to provide inputs and recommendations to Bank Management to adjust, as necessary, the design and implementation of the strategy and program in Botswana for the remainder of the CSP period.

What did IDEV find?

- Relevance:** The 2022–2026 CSP is closely aligned with Botswana's long-term goals, including its Vision 2036 and the country's National Development Plans, such as the NDP 11, which prioritizes economic diversification, private sector growth, and climate resilience.
- Coherence:** The evaluation found a strong internal coherence of the Bank's portfolio in Botswana. The evaluation noted that the Bank strategically aligned its projects to build on previous efforts, ensuring continuity and synergy in supporting Botswana's economic development.
- Effectiveness:** The Bank's interventions under the CSP Pillar I (Economic Governance and Private Sector Development) were found to contribute toward Botswana's fiscal stability, although challenges in economic diversification persist. Pillar II (Infrastructure Development for Improved Competitiveness and Productivity), particularly in energy access and renewable energy, were found to fall short of targets.

- **Efficiency:** Efficiency was not found to have been demonstrated across all sectors. The Bank's portfolio in Botswana experienced an average delay of five months beyond the standard timeline for both project approval to effectiveness and approval to disbursement.
- **Cross-cutting Issues:** The evaluation found that progress on cross-cutting issues under the CSP was mixed at mid-term. Gender-specific initiatives such as job creation were found to have achieved preliminary successes but were also constrained by limited financing for women.

What lessons did IDEV draw?

- Anchoring the Bank's Indicative Operational Program priorities and targets on a thorough contextual analysis, which includes the country's prospective borrowing plans for public spending, can enhance the overall performance of the strategy.
- Enhancing fiscal reforms and diversifying revenue sources are crucial pathways to strengthening fiscal resilience.
- Strong project management and procurement capacities are vital for timely project execution.
- Forming strategic partnerships and leveraging co-financing opportunities can significantly enhance resource mobilization and broaden the impact of development initiatives.
- Sustaining flexibility in the Bank's program design and implementation can strengthen its ability to respond to external shocks, adapt to evolving priorities, and address fiscal and social challenges during crises more effectively.
- Aligning skills development initiatives with market and industry standards and demand ensures that youth acquire the practical skills desired by employers, which is essential for reducing youth unemployment and fostering economic growth.

What did IDEV recommend?

- Maintain the Bank's strategic focus in Botswana on building economic resilience and advancing infrastructure development, while refining its operational priorities for the remainder of the CSP to better reflect the evolving context and available resources.
- Enhance the efficiency of the Bank's CSP operations by improving the coordination between executing agencies and strengthening local project management capacity.
- Enhance the integration of cross-cutting priorities within the CSP by specifically intensifying efforts to mainstream gender equality and empower youth during the remaining CSP period.
- Enhance strategic partnerships and resource mobilization by collaborating with development partners to maximize the impact of the CSP during its remaining period, particularly in co-financing, knowledge-sharing, and technical support for key infrastructure projects.

What did Management respond?

Management welcomed IDEV's Mid-Term evaluation of the AfDB's 2022–2026 CSP for Botswana, conducted alongside its own mid-term review. It agreed with the evaluation's conclusions and recommendations, many of which aligned with internal findings, and welcomed the evaluation's confirmation that the CSP's priorities were well-aligned with both government frameworks and Bank strategies. In response, the CSP will retain the two Priority Areas for the remainder of the strategy period. The evaluation's insights were instrumental in shaping adjustments to CSP implementation and reinforcing the Bank's commitment to delivering impactful and timely development outcomes.

Evaluation Task Manager

Eustace Uzor, Evaluation Officer, IDEV.1



Sector Evaluations



Evaluation of the Bank's Support for the Transport Sector (2012–2023)

What did IDEV evaluate?

IDEV evaluated the Bank's support for the transport sector from 2012–2023. During the period, the AfDB committed nearly UA 14 billion to 258 transport interventions. The evaluation looked at how well the AfDB performed in areas like roads, railways, air transport, waterways, and urban transport, focusing on regional transport strategies. It then drew lessons for future initiatives.

What did IDEV find?

- Relevance** (Satisfactory): The AfDB's transport projects aligned with global and regional priorities (Agenda 2063, SDGs, Paris Agreement), supporting trade and mobility through key infrastructure like the Trans-African Highway and Abidjan-Lagos Corridor. Designs were generally sound, especially those with strong feasibility studies, across road, rail, port, and aviation sectors. The Bank also adapted to urbanization and climate challenges, integrating resilience in projects like Dar es Salaam BRT, though some environmental and contextual gaps remain.
- Coherence** (Satisfactory): The AfDB's transport support was coherent with its corporate and regional strategies, contributing to regional integration, trade, and poverty reduction while also supporting sectors like agriculture and energy. Internally, projects were synergistic, but challenges remained with safeguards and

compensation. Externally, coordination with partners like the AUC was strong, though local misalignments—such as in the Nacala Corridor—sometimes hindered effectiveness; from 2012–2023, the Bank contributed 22% of the UA 34 billion invested in transport.

- **Effectiveness** (Satisfactory): AfDB’s lending operations improved transport efficiency by reducing travel time and enhancing rural access, though capacity-building efforts were limited by weak institutions and poor coordination. Non-lending activities supported knowledge sharing and policy development, with notable successes in countries like Namibia and Senegal, but overall impact varied due to inconsistent planning, engagement, and application of lessons learned. Co-financing showed mixed outcomes—highlighted by successes like Senegal’s Regional Express Train—while private sector involvement and broader policy dialogue remained challenging in high-risk contexts.
- **Efficiency** (Partly unsatisfactory): The evaluation found that almost all AfDB transport projects experienced significant delays in delivering results, mainly due to inefficiencies and limited flexibility in implementing procedures, understaffing, and national-level challenges.
- **Sustainability** (Partly unsatisfactory): AfDB transport projects often demonstrated strong technical soundness through climate-resilient, standards-based designs, as seen in Namibia and Ethiopia, but sustainability was weakened by poor maintenance, limited enforcement, and low-quality feasibility studies. Financial and institutional sustainability varied across regions—countries like Namibia and Morocco showed stronger resilience, while Central Africa struggled with weak governance, low capacity, and inadequate technical assistance. Stakeholder ownership and environmental integration were uneven, with successful consultation in Namibia contrasting with limited local input and inconsistent climate resilience across other countries.
- **Impact:** The evaluation found that, despite persistent delays, completed transport projects funded by the AfDB contributed to advancing regional development, economic activity, and integration.
- **Cross-cutting issues:** Gender, climate, and transport sector in states facing fragility. The Bank integrated gender considerations into transport projects with initiatives like women’s centers and training programs, though implementation was uneven due to limited consultations and competing infrastructure priorities. Climate adaptation measures were incorporated into projects, but challenges remained around mitigation efforts and the absence of standardized practices. While the Bank addressed fragility in high-risk countries, integration into transport operations was inconsistent, with unmet targets often due to limited expertise, weak governance, and capacity constraints.

What lessons did IDEV draw?

- Tailored approaches that account for state fragility, including enhanced capacity-building and risk mitigation, are essential for successful transport sector projects.
- Ensuring sustainable maintenance funding and robust governance frameworks of the transport sector are crucial for the long-term success of infrastructure projects.
- Clear guidelines and consensus on climate resilience best practices are essential for effective integration into transport sector infrastructure projects.

- Early and thorough consultations with women's groups and targeted gender-focused interventions are key to successful gender integration in projects.
- Ensuring high quality of initial project designs can improve efficiency and avoid further changes during the implementation stage.

What did IDEV recommend?

- Ensure strong alignment with and operationalization of the AfDB's TYS 2024-2033 priorities in its transport sector interventions and approaches at the corporate, regional, and country levels.
- Improve the efficiency of AfDB transport sector interventions and reduce start-up and implementation delays by addressing key hampering factors.
- Respond to climate change and strengthen the sustainability of transport interventions by integrating climate resilient design standards.
- Together with other development partners, promote a comprehensive approach to transport infrastructure maintenance.
- Deepen the Bank's development results and maximize impact by enhancing the design and implementation of ancillary components in transport projects.

What did Management respond?

Management welcomed the evaluation of the Bank's assistance to the transport sector from 2012 to 2023 which offers valuable insights into the achievements, challenges, and lessons learned from Bank's interventions across Regional Member Countries. The evaluation highlights the Bank's significant role in improving regional connectivity, reducing transport costs, and propelling economic growth. Management also notes the challenges identified, particularly in project efficiency, sustainability, and the integration of cross-cutting issues such as climate resilience and gender inclusion. As the Bank is finalizing its Sustainable Transport Action Plan (STAP) 2025-2029, this evaluation offers critical insights to refine future interventions, enhance operational efficiency, and strengthen sustainability.

Evaluation Task Managers

Joseph Mouanda, Chief Evaluation Officer, IDEV.1



Thematic Evaluations



Mid-term Evaluation of the African Development Bank Group's Policy on Results-Based Financing

What did IDEV evaluate?

IDEV conducted a mid-term evaluation of the AfDB's Policy on Results-Based Financing (RBF). The evaluation covered 12 Bank operations financed through RBF from its adoption in November 2017 to December 2023. It focused on six countries: Côte d'Ivoire, Egypt, Morocco, Mozambique, Rwanda, and Senegal, where RBF had been implemented. The total value of projects evaluated in these countries was UA 1.21 billion. The main objective was to assess the relevance, coherence, efficiency, and development effectiveness of the RBF Policy at both output and outcome levels. This evaluation took place at the end of the pilot period, in the fifth year of implementation, as outlined in the Policy.

What did IDEV find?

- The evaluation found that the RBF Policy aligns well to the needs of the Bank's RMCs.
- The RBF Policy and operations are coherent with the Bank's priorities (the Ten-Year Strategy, the High 5s, and other Bank strategies/policies).
- Regarding efficiency, the evaluation showed that most of the RBF operations experienced delays during implementation.
- In terms of effectiveness, the evaluation found the results achievement of RBF operations to be mixed across the countries; some achieved results while some faced restructuring. The key factors that affected the effectiveness of RBF operations include design shortcomings, COVID-19, change in government strategy, inadequate awareness of the RBF instrument, insufficient AfDB in-country capacity to manage RBF operations, and unclear contribution of RBF to institutional strengthening.
- The Bank has not leveraged resources from other development partners as a result of the RBF Policy but rather joined existing RBF or similar initiatives by other development partners.
- The Bank's RBF operations take place in environments where counterparts' capacities are already strong.
- The preconditions for sustainability were ensured in operations' design, but challenges were encountered during the implementation phase.

What lessons did IDEV draw?

- | A common understanding of RBF and its conditions between the Bank and the implementing counterparts at the start of an operation is a critical factor for success.
- | Involving Independent Verification Agencies in the design of an RBF operation alongside other stakeholders can improve results measurement.
- | Staff capacity both in the Bank and the borrowing/recipient RMC is critical for the success of RBF operations.
- | Overall, the Bank's experience with RBF has been mostly positive.

What did IDEV recommend?

- | Respond to the development needs of RMCs by promoting the use of the RBF instrument to demonstrate measurable results.
- | Ensure good quality design and smooth implementation of the Bank's RBF operations.
- | Promote effective implementation of RBF-supported government programs by ensuring the flow of RBF resources to the supported program at the RMC level and by ensuring sufficient institutional capacity in RMCs to implement the program.

What did Management respond?

Management welcomed IDEV's Mid-term evaluation of the AfDB Group's RBF Policy covering the period from 2017 to 2023, and agreed with the evaluation findings, conclusions, lessons, and recommendations. The insights provided by the evaluation will be useful in informing and strengthening the implementation of the instrument in the coming years.

Evaluation Task Manager

Girma Earo Kumbi, Chief Evaluation Officer, IDEV.2



Rapid Evaluation of the Africa Investment Forum (2018–2023)

What did IDEV evaluate?

IDEV conducted a rapid evaluation of the Africa Investment Forum (AIF) covering the period 2018–2023. Serving both accountability and learning purposes, the evaluation assessed the relevance, efficiency, effectiveness and the enabling and hindering factors of the AIF in achieving its objectives since its inception in 2018.

What did IDEV find?

The evaluation found the AIF to be a relevant instrument for promoting investment in Africa. However, significant gaps and challenges in its design, operational framework and implementation have impacted its effectiveness and efficiency, thereby limiting its achievements.

- **Relevance:** While the AIF is found to be relevant, with its strategic orientation and structure aligned with its objectives, it is hampered by internal inconsistencies within its operational framework. Its design is deemed theoretically sound but operates differently in practice, presenting challenges in achieving the AIF's mandate.
- **Effectiveness:** While the AIF has made strides in certain areas, significant challenges impeding its ability to effectively deliver on its triple mandate (including concentration on a limited number of countries, communication, follow-up and transparency) were found to remain.
- **Efficiency:** Overall, efficiency was found to be a challenge for the AIF. Human resource and budget constraints were found to hamper its ability to timeously deliver aspects of the AIF, and transparency issues around spending, organizational changes, and results led to questions around its value for money.

What lessons did IDEV draw?

- Good development interventions tend to have an explicit Theory of Change, which enhances accountability and transparency for stakeholders.
- A clearly defined mandate and objectives, along with a focus on specific sectors, can enhance strategic alignment and resource optimization for investment forums like the AIF.
- A robust institutional framework, partnership agreements, and a strong governance structure with clear accountability mechanisms are essential for promoting independence and responsiveness.
- Transparency and advance communication are crucial for effective preparation and trust-building, particularly for Market Place and Market Days type events.
- Maintaining good records and aligning metrics with clear KPIs improves monitoring, evaluation, and accountability, enhancing overall process visibility and transparency. Follow up mechanisms are an essential process in deal development and closure.
- Successful investment platforms facilitate rather than control the deal-making process, thereby helping to build relationships and trust.

What did IDEV recommend?

- Strengthen the governance and accountability mechanisms of the AIF.
- Promote AIF engagement across the African continent, including in low-income and transition states.
- Improve communication and follow-up.
- Clarify and activate the knowledge environment pillar.
- Refine performance measurement.

What did Management respond?

Management welcomed all the findings, lessons, and conclusions of the evaluation. While strengthening the platform's governance and accountability constituted an ongoing effort that includes other founding partners, Management had taken decisive action in this direction since the implementation of the AIF Coordination Group through Presidential Directive 01/2024. Management agreed with the recommendations and undertook to continue to implement the critical guidance from the evaluation to enhance the platform's effectiveness, improve its governance, and prepare its transition towards financial sustainability.

Evaluation Task Manager

Boubacar Ly, Principal Evaluation Officer, IDEV.1



Corporate Evaluations



Evaluation of Counterpart Funding at the African Development Bank

What did IDEV evaluate?

IDEV conducted an evaluation of Counterpart Funding (CF) in sovereign operations of the AfDB over the period 2009–2022. The evaluation assessed how the flexibility on CF introduced in the Policy on Expenditure Eligible for Bank Group Financing met the policy's objectives for risk-sharing and country ownership, and the Bank's implementation performance.

What did IDEV find?

- On relevance, the evaluation found that the rationale to increase CF flexibility was found to be based on solid foundations while the rationale to promote ownership has lost some relevance. In addition, the evaluation revealed an important omission in the policy provision which does not mention cofinancing and remains silent on the treatment of the in-kind contributions.
- In terms of coherence, the evaluation noted that since its adoption in 2008, the CF policy has remained largely coherent with the Bank's broader policy framework but needs to be updated to reflect the organizational changes. Moreover, the evaluation found strong similarities with the CF policy frameworks of other MDBs, even though there are differences in the use of Country Financing Parameters (CFPs).
- The evaluation found that while flexibility has improved CF mobilization, it has not resolved all CF related issues, including implementation delays.
- Regarding efficiency, the evaluation highlighted inconsistencies in the implementation of the policy requirements and lack of standardized approach, particularly concerning the CFPs process. Moreover, CF requirements were found to impose significant transaction costs by requesting both country level and project-by-project justification.

What lessons did IDEV draw?

- Although the Bank's policy on CF flexibility is worded similarly to the policies of comparator MDBs, differences in interpretation and practices can pose a risk to the Bank's competitiveness.
- Securing country ownership requires a balanced partnership between the beneficiary country and the Bank, with each party taking the necessary steps to facilitate it. CF requirements alone cannot secure ownership.
- A consistent monitoring mechanism at the country, portfolio, and project levels can improve knowledge about CF, increase accountability for governments' CF, and improve project and portfolio performance.
- Clarifying the treatment of in-kind contributions can increase transparency, avoid discrepancies within the Bank, and contribute to managing CF more efficiently.
- Using CFPs as tools for guiding dialogue on CF with government counterparts could render CFPs more effective as part of wider cooperation between the Bank and RMCs.

What did IDEV recommend?

- Update the 2008 policy provision on counterpart funding to ensure its continued relevance, while maintaining the possibility to fund up to 100% of total project costs.
- Ensure consistency in policy implementation.
- Enhance the efficiency of the policy's implementation by removing the duplication of requiring both country-level CFPs and project-level justifications for cost-sharing flexibility.

What did Management respond?

Management welcomed IDEV's Evaluation of the AfDB Group's counterpart funding component within the Policy on Expenditure Eligible for Bank Group Financing, as approved in 2008. Overall, Management agreed with the evaluation's findings, conclusions, lessons, and recommendations. The insights provided by the evaluation will be instrumental in informing the revision of the counterpart funding policy provision and associated guidelines to better align with the evolving needs and operational context of RMCs.

Evaluation Task Manager

Samson Houetohossou, Principal Evaluation Officer, IDEV.2



Evaluation of the Nigeria Trust Fund

What did IDEV evaluate?

IDEV undertook a corporate evaluation of the Nigeria Trust Fund (NTF) as part of its 2024 Work Program. The NTF has been the subject of several reviews and audits since its establishment, but the lack of detailed knowledge on the NTF's effectiveness, outcomes, and efficiency highlighted the need for a more comprehensive evaluation to inform potential reforms and a possible replenishment of the Fund. For this reason, this evaluation was requested by the Bank's Vice Presidency for Finance and the Nigerian authorities, represented by their Executive Director.

What did IDEV find?

- Relevance:** The evaluation found the NTF to be relevant to the AfDB's RMCs and in particular to low-income RMCs, by serving as a useful source of gap-filling complementary finance to address unforeseen needs—either by supplementing ADF resources at project approval or during implementation. However, its limited scale undermines its ability to significantly enhance support for low-income RMCs, raising questions about its continued relevance as a standalone financing instrument. While the NTF has demonstrated potential to leverage additional funding, such as in Mauritania's agricultural sector, this effect remains ad hoc due to limitations in design. The Fund's portfolio, covering co-financed projects across seven Bank sectors, aligns with its Operational Guidelines, yet its visibility remains low, and no private sector projects have been supported, falling short of its 80:20 public-private financing goal.
- Effectiveness:** NTF co-funded projects are judged to have generally been effective in achieving their targeted outputs and outcomes in several sectors of the Bank. For the eight completed NTF projects with available PCREs, the proportion reporting Satisfactory or above ratings on effectiveness was 75 percent, higher than the average for all 529 ADF projects approved and completed over the same period (64 percent)². Regarding the achievement of outcomes, 75 percent of the completed NTF projects were rated Satisfactory (64 percent for all ADF projects). In addition, evidence has shown that NTF-funded projects have also been effective on some cross-cutting issues. However, progress in youth employment and entrepreneurship has been limited

² It is appropriate to be careful in the comparative analysis given the very large difference in size between the two samples.

compared to the targeted goals. Despite achieving certain results, the NTF's financial contribution, averaging 13.3 percent of the overall cost of the 13 analyzed projects, was found to be limited in relation to the recorded outcomes.

- **Efficiency:** The implementation efficiency of NTF-funded projects was found generally Satisfactory. Overall, 63 per cent of the NTF projects reviewed obtained a Satisfactory rating or higher for overall efficiency, the same as for all ADF projects across the continent during the same period. In terms of management efficiency, the NTF was found to be more efficient in disbursement procedures than the comparators, as it is fully managed by the Bank and follows its internal procedures. However, the NTF also generated higher transaction costs for the Bank and was found to be less predictable in terms of programming compared to its comparators.

What lessons did IDEV draw?

- The “gap-filling”, complementary function of the NTF is important: not only is there high demand from Task Managers and country beneficiaries, but there is also evidence of its positive benefits in the effectiveness and efficiency of project implementation.
- At the aggregate level, scale matters for efficiency. Larger funds/facilities can take advantage of a wider range of investment opportunities and benefit from economies of scale in fund administration and project management.
- Accessibility throughout the year as well as reliable and predictable programming improve project planning and execution, as illustrated by the experiences of the Accelerated Co-financing Facility for Africa and the Africa Growing Together Fund.
- There is scope for using the NTF as part of an innovative financial approach to leveraged lending, through risk-sharing instruments, equity, etc., as well as for balance sheet optimisation.
- Insufficient visibility and communication diminish the recognition of the NTF's contributions to the development of beneficiary countries and undermine the potential to attract additional resources.

What did IDEV recommend?

- Discuss and agree on the desirability and feasibility of the NTF remaining a standalone window within the Bank Group vis-à-vis alternative options.
- Enhance the role and effectiveness of the NTF by reviewing and/or reconfirming its functions, focus, and use.
- Improve the efficiency and effectiveness of the NTF and the projects it funds by addressing key hampering factors.
- Increase the visibility and communication of the NTF alongside or as part of the AfDB to more effectively mobilise domestic resources and raise awareness in RMCs.

What did Management respond?

Management welcomed the evaluation, and in close consultation with the Government of the Federal Republic of Nigeria, prepared the joint response. The evaluation offered valuable insights into the NTF's relevance, effectiveness, efficiency, and visibility, and highlighted critical areas for reform. Management and the Federal Republic of Nigeria fully concurred with IDEV's overarching conclusions and both parties committed to a phased revitalization of the NTF to strengthen the Fund's strategic positioning and address structural and operational challenges. Key reforms would include recapitalizing the NTF to better support lower-income RMCs.

Evaluation Task Manager

Clement Banse, Chief Evaluation Officer, IDEV.1



Evaluation Syntheses and Comparative Studies



Comparative Study of Multilateral Development Bank Operating Models

What did IDEV examine?

IDEV conducted a comparative study on the operating models of six Multilateral Development Banks (MDBs), notably, the World Bank, the Asian Development Bank, the Islamic Development Bank, the InterAmerican Development Bank, the European Bank for Reconstruction and Development and the AfDB. The study focused on three aspects, namely, decentralization, the "One Bank" approach, and synergies between sovereign and non-sovereign operations (SO/NSO), to explore and compare different models and to identify lessons and good practices across MDBs.

What did IDEV observe?

- Decentralization in MDBs: The approach to decentralization among the considered MDBs is unique to each institution, aiming to improve operational efficiency and adaptability to the needs of local environments, although there are some similarities.
- "One Bank"³ approaches: The MDBs have adopted varying levels of "One Bank" strategies or approaches to boost internal synergy and operational efficiency.

³ One Bank strategies/approaches aim to unify efforts and optimize resource utilization by promoting collaboration across an organization or between its entities.

- SO/NSO synergies and collaboration: MDBs have implemented various strategies to boost synergies between their Soss and NSOs, which is important for effective collaboration across their public and private sector interventions.
- Assessing the effectiveness of MDB operating models: MDBs track the effectiveness of their operating models through specific instruments, usually corporate results frameworks, to track progress made in implementing their mandates.

What lessons and good practices did IDEV draw?

- Clear objectives and principles: Establishing clear objectives and principles is crucial for decentralization initiatives. This helps in fully leveraging the opportunities that decentralization offers.
- Exposure to corporate culture: Ensuring that locally recruited staff are familiar with the organization's corporate culture and vision is essential for maintaining cohesion across the organization.
- Clarity of vision: It is crucial to have a well-defined vision of the One Bank model and collaboration within the MDB. Sensitizing staff to this vision is key to its success.
- Engagement and ownership across entities: For organizations with multiple entities, it is important to ensure the active engagement and ownership of all participating entities of the One Bank approach. This fosters greater synergies and collaboration within the group.
- Establishing a clear framework and accountability: A well-defined framework, appropriate incentives, and a robust accountability structure are important in fostering a harmonious relationship between Soss and NSOs.
- Unified organizational structure: For MDBs that house both SO and NSO functions within the same organization, achieving synergies and collaboration is often more straightforward compared with institutions with separate entities.

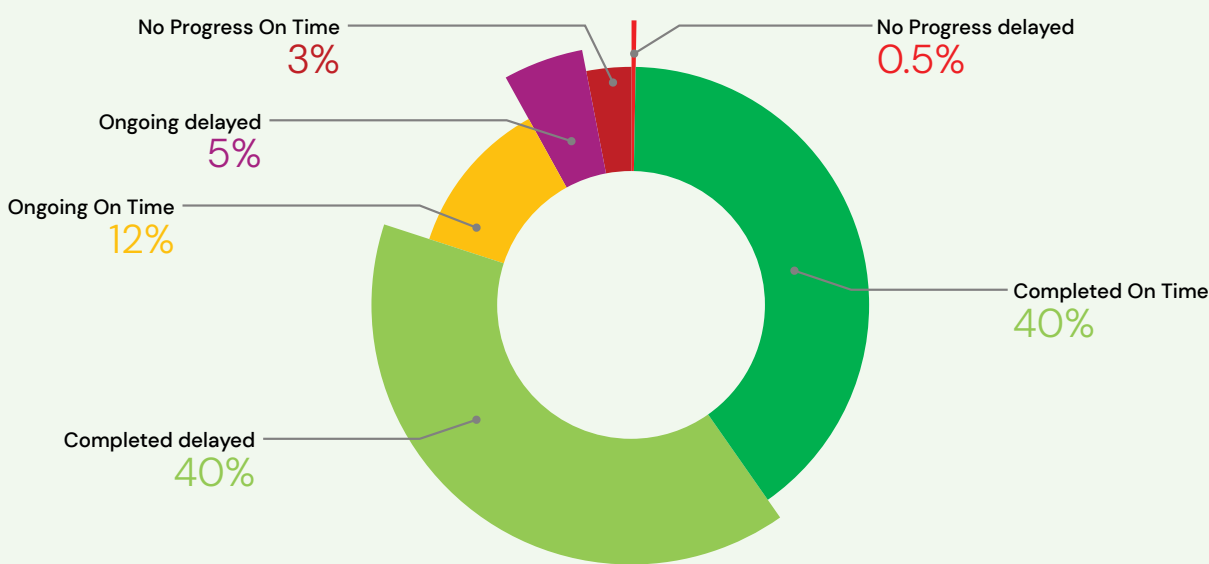
Evaluation Task Manager

Latéfa Camara, Senior Evaluation Officer, IDEV.1

Implementation of Management actions in response to IDEV Evaluations

After an evaluation is presented to CODE accompanied by its Management Response, IDEV uploads the evaluation together with its individual recommendations into the Management Action Record System (MARS). Management subsequently enters the actions to which it commits in response to each recommendation, identifying the lead implementing department and the target completion date of each action. Every six months, Bank Management reports to the AfDB Board of Directors on the status of implementation of the actions. For its part, IDEV undertakes an annual assessment of the level of adoption (implementation) of the recommendations, thereby aggregating all the actions per recommendation. As at 31 December 2024, 62 evaluations, 207 recommendations and 582 actions were active⁴ in the MARS. The graph below shows that 80% of the actions have been completed (albeit half with a delay), while 17% are ongoing.

Status of Management Actions Implementation as at 31 December 2024



Sources: Data from the MARS

⁴ IDEV and Management regularly review the actions and recommendations in the MARS and retire those which have been fully implemented, have been overtaken by events or have become redundant. In its 2024 MARS report, IDEV proposed to retire 44 recommendations from 26 evaluations.

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

	2020			2021			2022			2023			2024			Evaluations 2020-2024
Evaluation Type	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	
Corporate & Process	2	11	22	5	20	51	1	3	8	-	-	-	1	3	5	9
CSPE	2	9	18	3	13	45	3	13	26	4	16	38	3	13	36	15
RISPE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impact	2	6	14	-	-	-	1	3	5	1	3	5	1	2	5	5
Sector	3	15	31	-	-	-	-	-	-	1	3	8	-	-	-	4
Thematic	2	8	25	3	11	21	2	7	11	1	4	8	2	7	21	10
PCR and XSR Validations	-	-	-	1	4	8	-	-	-	-	-	-	-	-	-	1
Other (MARS 2019 Assessment Report)	1	3	3	-	-	-	-	-	-	-	-	-	-	-	-	1

Sources: Data from the MARS

Note:

- CSPE : Country Strategy and Program Evaluation
- RISPE : Regional Integration Strategy Paper Evaluation
- PCR: Project Completion Report
- XSR: Expanded Supervision Report

Capacity development, Knowledge sharing and Learning in 2024



EvalPartners Global Evaluation Forum: An opportunity to broaden evaluation horizons

From 26–29 February 2024, IDEV participated in the 4th EvalPartners Global Evaluation Forum in Rabat, Morocco. The event focused on advancing progressive evaluation practices and shaping the EvalAgenda 2030. AfDB's Evaluator General, Karen Rot-Münstermann, contributed to high-level panels and moderated sessions on evaluation partnerships and parliamentary engagement. As a member of EvalPartners' Executive Committee, IDEV reaffirmed its commitment to global evaluation capacity development. The forum also served as a platform to strengthen partnerships and expand IDEV's engagement in the global evaluation community.



IDEV participates in the first Evaluation Week organised by the European Bank for Reconstruction and Development

From 11–15 March 2024, IDEV participated in the European Bank for Reconstruction and Development's first Evaluation Week, themed "Collaboration within and across MDBs." AfDB Evaluator General, Karen Rot-Münstermann, joined an EvalTalk on scaling up climate ambitions, offering perspectives from Africa and evaluation. The event provided a platform to explore emerging evaluation issues, including AI and transformational development. IDEV's participation helped foster collaboration with peer MDBs and contributed to shaping evaluation practices across institutions.



IDEV participates in the 11th AfrEA Conference with a paper on sustainable agriculture, climate resilience and renewable energies in Africa

From 18–22 March 2024, IDEV participated in the AfrEA Conference in Kigali, focusing on innovation in evaluation. IDEV led a roundtable on lessons from AfDB evaluations in agriculture, climate resilience, and renewable energy. Key takeaways included stakeholder engagement, policy influence, and cross-cutting themes like value chains and sustainability. IDEV also showcased evaluation knowledge products at an exhibition booth. The event affirmed IDEV's role in promoting evidence-based development across Africa.



Evaluating transformative change induced climate mitigation and-adaptation projects funded by International Financing Institutions

On 5 June 2024, IDEV joined a gLOCAL Evaluation Week panel with experts from the Green Climate Fund and the Global Environment Facility to discuss evaluating transformative climate finance. IDEV's Chief Evaluation Officer, Joseph Mouanda, joined panelists to discuss frameworks for assessing long-term climate impact. The session highlighted new methodologies to evaluate transformational change in mitigation and adaptation efforts. IDEV outlined its evolving evaluation work supporting climate resilience in Africa.



Panel Discussion on Advancing Sustainable Agriculture, Climate Resilience, and Renewable Energy in Africa: Lessons from the Evaluations of AfDB Interventions.

On 5 June 2024, IDEV hosted a gLOCAL panel on AfDB's efforts in agriculture, renewable energy, and climate resilience. Evaluators and Bank staff called for integrated, large-scale solutions and stronger policy environments to attract private sector investment. Key lessons included aligning policy dialogue with private sector needs, improving access to agricultural technologies, and incorporating climate adaptation across sectors. Institutional coordination and targeted training were identified as critical for sustainability.



The role of parliamentarian networks such as APNODE in advocating and advancing policy solutions for transformational change

On 6 June 2024, APNODE, with support from IDEV, hosted a virtual panel during gLOCAL Evaluation Week to explore how parliamentarians can drive policy change through evaluation. Speakers from Benin, Côte d'Ivoire, Uganda, and CLEAR-AA shared concrete country examples where evidence-informed oversight led to improved governance. The discussion highlighted the need to institutionalize evaluation, close capacity gaps, and equip legislators with tailored, practical tools to support their policymaking. The session reaffirmed APNODE's growing role in advancing evaluation as a driver of accountability and transformational development across Africa.



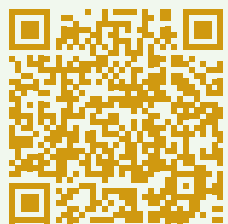
Maximizing the Impact of Institutional Support for Public Finance Modernization in Countries in Fragile Situations

On 7 June 2024, IDEV hosted a virtual panel during gLOCAL Evaluation Week focused on public finance modernization in fragile states. Using the DRC as a case study, panelists explored lessons from IDEV's Impact Evaluation of the Public Finance Modernization Support Project. AfDB's Evaluator General, Karen Rot-Münstermann, emphasized PFM's role in resource allocation, accountability, and development outcomes. IDEV shared lessons from evaluations in DRC, highlighting data collection challenges and the value of qualitative analysis. Speakers stressed coordination, sustainability, and local stakeholder engagement as key to successful reforms. Examples from Ghana and South Africa underscored the importance of analytical and delivery capabilities in fragile contexts.



APNODE's 9th AGM: A Decade of Empowering African Parliamentarians for Stronger Legislation, Oversight, and Policy Impact

From 28–30 August 2024, APNODE held its 9th Annual General Meeting in Cotonou, Benin, marking a decade of advancing evaluation in African parliaments. The event gathered members and partners to reflect on progress, collaboration, and future perspectives. Benin's National Assembly President, Hon. Louis Vlavonou, praised APNODE's contribution to evidence-based governance and policy reform. IDEV reaffirmed its long-standing support, encouraging innovation and partnership for sustainability. Panel discussions explored institutionalizing evaluation and enhancing legislative oversight through M&E. Practical trainings introduced parliamentarians to digital tools and AI for effective evaluation advocacy. National chapters in countries like Benin, Morocco, and Zambia were celebrated for their leadership. APNODE called for stronger national engagement and broader membership to deepen impact across Africa.



Retrospective of the 2024 AfDB Development Evaluation Week

From 17–19 September 2024, IDEV convened AfDB's flagship Development Evaluation Week, gathering experts and institutions from around the world. Over 700 participants engaged in sessions exploring how evaluation enhances effectiveness and accountability across Africa. Capacity-building workshops introduced innovative approaches to impact assessment and knowledge dissemination. Keynotes and panels addressed economic diversification, fragility, and evaluation-led adaptation. Youth, gender, and inclusion were spotlighted through real-world case studies and national experiences. The event highlighted the role of evaluation in driving institutional performance and informed decision-making. IDEV shared

lessons from recent evaluations and reaffirmed its commitment to actionable evidence and peer learning. The 2024 AfDB Development Evaluation Week concluded with a presentation of the Bank's new Ten-Year Strategy.



EPRADI 2024 Annual Meeting: Enhancing Evaluation and Fostering Collaboration among Sub-Regional Development Institutions

On 20 September 2024, EPRADI held its Annual Meeting in Abidjan, celebrating 10 years of advancing evaluation among regional African development institutions. The event brought together members, including the West African Development Bank, ECOWAS Bank for Investment and Development, Development Bank of Southern Africa, East African Development Bank, Development Bank of the Central African States, the Common Market for Eastern and Southern Africa, and the West African Economic and Monetary Union, to review progress and chart the way forward. AfDB Evaluator General, Karen Rot-Münstermann, emphasized the need to deepen the evaluation culture. ECOWAS Bank's Maximilien Gbetholancy thanked AfDB and IDEV for their leadership and innovation. Highlights included updates on evaluation activities, institutional study findings, and steps for implementation. The Islamic Development Bank joined as an observer to the platform. Participants discussed improving engagement, knowledge sharing, and website revamp.



IDEV joins discussions on strengthening National Evaluation Capacities at the 8th NEC Conference 2024

From 14–18 October 2024, IDEV participated in the 8th NEC Conference in Beijing, organized by the UNDP Independent Evaluation Office in partnership with the China International Development Cooperation Agency and the Global Evaluation Initiative. AfDB's Evaluator General Karen Rot-Münstermann took part in a panel discussion on tailoring evaluation systems to national and regional contexts. She was joined by panelists from the Caribbean Development Bank and Inter-American Development Bank. Discussions focused on adapting M&E systems to diverse political, social, and institutional settings, and on using technology to support the SDGs. IDEV also supported the participation of delegates from Benin, Côte d'Ivoire, Tanzania, Uganda, and a Young Evaluator from Senegal. The event reaffirmed IDEV's commitment to capacity building and peer learning across Africa.



How do we measure climate resilience? IDEV joins “Evidence for Climate Action” discussions

On 5 November 2024, IDEV’s Chief Evaluation Officer, Joseph Mouanda, joined the World Bank’s Evidence for Climate Action (#E4CA) virtual panel ahead of COP29. He shared IDEV’s approach to evaluating climate resilience using mixed methods, geospatial analysis, and expanded theories of change. Referencing Nigeria’s country evaluation, he highlighted links between resilience, energy, and governance. Panelists stressed the need for local-to-regional risk assessments and vulnerability mapping, integrating factors such as poverty, inequality, and migration.

Report on the Results Framework for the IDEV 2022–2024 Work Program

Results Chain and Indicator Description	Baseline (2021)*	Target (2024)	Achievement (2024)	Means of Verification	Frequency of Data Collection
Impact: Enhanced development effectiveness of the African Development Bank Group and its contribution to sustainable economic growth and social progress in Africa					
Evidence of enhanced AfDB development effectiveness: Percentage of operations achieving their planned development results (data from PCRENS) ¹	81%	75%	68%	ADER, IDEV PCR/XSR Validation Synthesis Report	End of the Work Program Period
The direct and medium-term outcomes that IDEV is achieving in accordance with its three strategic objectives.					
Outcome 1: Provided a basis for accountability for use and results of Bank Group assistance					
1.1 Percentage of Board members who respond “High” or “Significant” to survey question: “To what extent were IDEV’s evaluations useful for you to assess the AfDB’s development effectiveness?”	100% ²	75%	100% ³	Stakeholder survey report	End of the Work Program Period
Outcome 2: Contributed to enhanced learning in the Bank and regional member countries to improve current and future policies, strategies, programs, projects and processes					
2.1 Percentage of new policies and strategies approved by the Board informed by IDEV evaluations	56.5%	40%	68%	Desk review	End of the Work Program Period

Results Chain and Indicator Description	Baseline (2021)*	Target (2024)	Achievement (2024)	Means of Verification	Frequency of Data Collection
2.2 Percentage of stakeholders who rate the extent to which they have used IDEV's evaluations for decision making as "high" or "significant." This concerns (i) strategic decisions, (ii) organizational decisions (e.g., staffing, resources, processes), and (iii) operational decisions (e.g., design and implementation).	(i) 54% (ii) 42% (iii) 54%	(i) 55% (ii) 45% (iii) 55%	(i) 33% (ii) 25% (iii) 32% ⁴	Stakeholder survey report	End of the Work Program Period
2.3 Percentage of evaluation recommendations in the MARS with Management action plan implementation rated as "Substantial" or "High" by IDEV.	41%	70%	72%	IDEV MARS Report	Annually
Outcome 3: An evaluation culture promoted in the Bank and in RMCs to encourage a focus on development results, learning, and continuous quality improvement					
3.1 Percentage of stakeholders who rate the extent to which their capacities to design, conduct and use evaluations have been strengthened as "high" or "significant".	73%	75%	42%	Stakeholder survey report	End of the Work Program Period
3.2 Percentage of stakeholders who rate the extent to which IDEV contributes to good practices, standards, and approaches to evaluation inside and outside the AfDB as "High" or "Significant".	58%	60%	51%	Stakeholder survey report	End of the Work Program Period
3.3: Percentage of respondents from platforms, RMCs and organizations who rate their level of satisfaction with IDEV's support as "high" or "significant".	96%	90%	96%	Stakeholder survey report	End of the Work Program Period

Results Chain and Indicator Description	Baseline (2021)*	Target (2024)	Achievement (2024)	Means of Verification	Frequency of Data Collection
The outputs delivered by IDEV that contribute to achieving its strategic objectives.					
1: Evaluations and validations conducted					
1.1: Number of evaluation and validation reports delivered per year	12	13	13	IDEV Annual Report	Annually
2: Evaluation, knowledge and communication products delivered					
2.1: Percentage of evaluations for which at least one knowledge or communication product is delivered within three months of completion	71%	95%	91%	IDEV Annual Report	Annually
3: Evaluation Capacity Development and Partnerships undertaken					
3.1: Number of trainings, webinars, and learning events held each year	6	6	6	IDEV Annual Report	Annually

Notes:

*: Baseline data in italics is from 2023, the year of the first IDEV stakeholder survey.

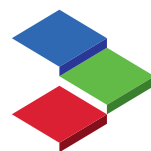
1. It should be noted that this concerns operations which have come to completion in the indicated year and have delivered a Project Completion Report which has been independently validated by IDEV (PCREN). These operations are likely to have been approved 7-10 yrs earlier, and IDEV’s contribution to their development effectiveness is therefore likely to be small and indirect. The indicator is expected to become more meaningful over time, as the organization applies the lessons from the annual PCREN exercise in new operations.

2. The baseline was based on a low survey response rate, with only 5 Board members who responded to this question. For comparison, 74% of all survey respondents (N=208) responded “High” or “Significant” to this question.

3. Again, a low response rate from Board members (N=3). For all survey respondents, the corresponding percentage is 66% (N=151).

4. This lower achievement can be partially explained by the lower percentage of internal respondents (who are more likely to use IDEV evaluations for decision-making) in the 2024 survey vis-à-vis the 2023 survey, and the mix of evaluations produced and published in 2024 vs 2023.





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