



IDEV

Independent Development Evaluation
African Development Bank

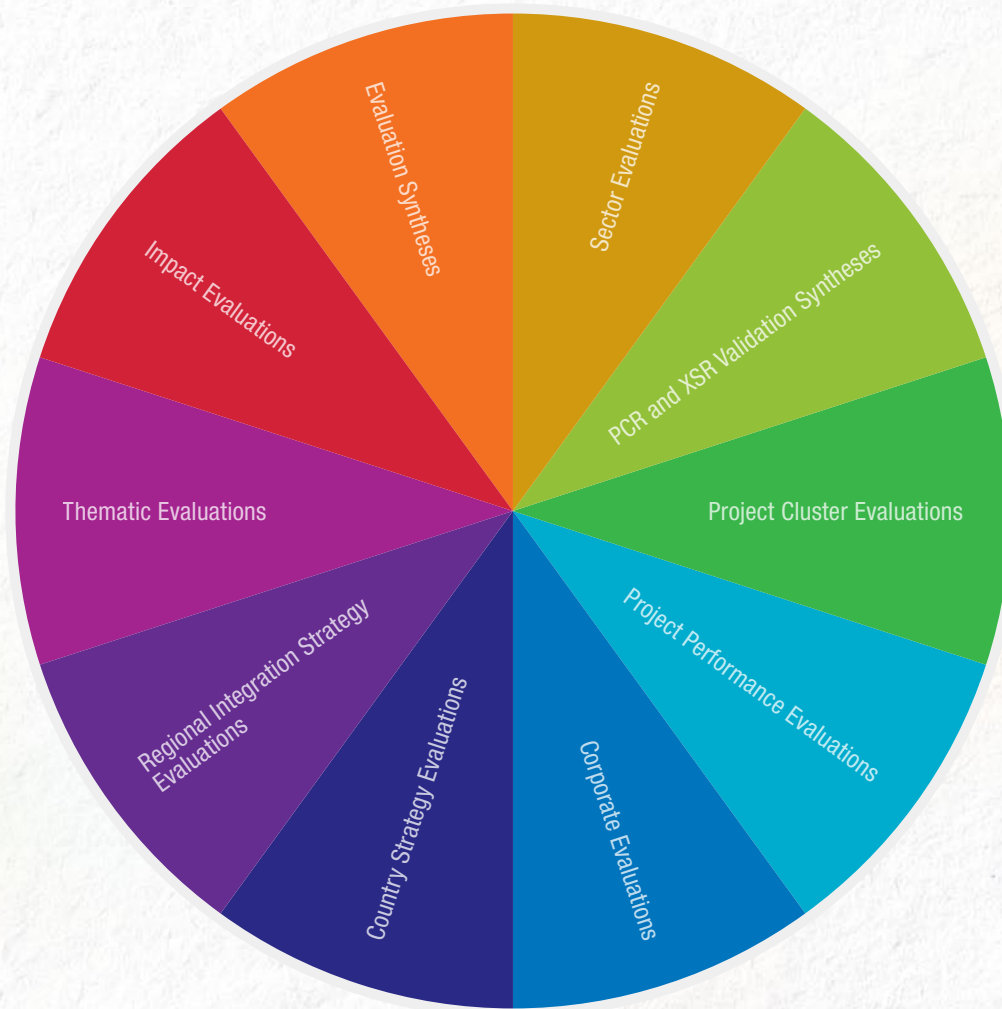
ANNUAL REPORT 2022

Adding Value
to the AfDB's work



AFRICAN DEVELOPMENT BANK GROUP

IDEV conducts different types of evaluations to achieve its strategic objectives





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AFRICAN DEVELOPMENT BANK GROUP

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About IDEV

Independent Development Evaluation (IDEV) is an independent and impartial 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
AEFPF	African Emergency Food Production Facility
AfDB	African Development Bank Group
CDC	Centers for Disease Control and Prevention
CLEAR	Center for Learning on Evaluation and Results
CLEAR-AA	Center for Learning on Evaluation and Results – Anglophone Africa
CODE	Committee for Operations and Development Effectiveness
CSO	Civil Society Organization
CSP	Country Strategy Paper
CSPE	Country Strategy and Program Evaluation
DP	Development Partner
DBDM	Development and Business Delivery Model
ECAD	African Development Institute
ECCE	Country Economics Department
ECD	Evaluation Capacity Development
EPRADI	Evaluation Platform for Regional African Development Institutions
ESAP	Environmental and Social Assessment Procedures
EVRD	Evaluation Results Database
ESW	Economic and Sector Work
GDP	Gross Domestic Product
GEI	Global Evaluation Initiative
IDEV	Independent Development Evaluation
MARS	Management Action Record System
MDB	Multilateral Development Bank

MTR	Mid-Term Review
NGO	Non-governmental Organization
NSO	Non-Sovereign Operation
PAM-FP	Public Finance Modernization Support Project
PAR	Project Appraisal Report
PCR	Project Completion Report
PCREN	Project Completion Report Evaluation Note
PINS	Non-Sovereign Operations and Private Sector Support Department
PIU	Project Implementation Unit
PSDS	Private Sector Development Strategy
RFE	Réseau Francophone d'Évaluation
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
SME	Small and Medium Enterprise
SDG	Sustainable Development Goal
SEGA	Strategy for Economic Governance in Africa
SNDR	Development Impact and Results Department
SO	Sovereign Operation
ToC	Theory of Change
TYS	Ten-Year Strategy of the African Development Bank
USD	United States Dollar
VfM	Value for Money
WHO	World Health Organization
XSR	Expanded Supervision Report
XSREN	Expanded Supervision Report Evaluation Note
YEE	Young and Emerging Evaluator

Message from the CODE Chair

Niels Breyer

Executive Director for Germany,
Portugal, Luxembourg and
Switzerland



The African Development Bank Group (AfDB or ‘the Bank’) increased its support to member countries in 2022, after the COVID-19 pandemic brought a new era with shifting priorities. Under the guidance of the AfDB Board of Directors, the Bank focused on investment in transport infrastructure, renewable energy and climate resilience, and support for the private sector. As Russia’s invasion of Ukraine¹ led to soaring food and energy prices, straining many African countries’ resilience, the Bank was able to react quickly, with the Board approving a USD 1.5 billion African Emergency Food Production Facility. The Bank also participated actively in the 2022 UN Climate Change Conference (COP 27) in Sharm El-Sheikh, demonstrating its commitment by devoting 42% of total Bank financing in 2022 to climate finance (of which 64% for climate adaptation), and 100% of its investment in energy generation in renewable energy. All these operations and contributions were informed and based on prior evaluations and lessons learned, to ensure that they are well designed and properly targeted.

The added value of the independent evaluation function to the Bank’s work has been institutionalized over the years, in particular with the Independent Evaluation Policy adopted in 2016 and amended in 2019. Dating back to requests by shareholders in the context of the 7th General Capital Increase of the ADB, the Board of Directors and Management concluded an action plan to strengthen the Bank’s compliance and accountability functions and the Board’s oversight role, which further confirmed the independent function of Independent Development Evaluation (IDEV) under the Board’s guidance. A new budget procedure to ensure adequate funding of the budgets of these functions is part of the action plan. Further review of the Bank’s governance system is to be expected from an upcoming comprehensive and holistic review, at the request of the Board of Governors.

IDEV’s work program for 2022-2024, approved by the Board in 2021, is well aligned and pertinent to the strategic priorities and evaluative knowledge needs of


¹ Language adopted in the Communiqué of the Board of Governors at the AfDB Annual Meetings in May 2022; Algeria, China, Egypt, Eswatini, Namibia, Nigeria, and South Africa entered a reservation and proposed “Russia-Ukraine Conflict.”

the Bank. In 2022, CODE continued to appreciate the evidence from independent evaluations, which contribute to accountability for the use of the Bank's resources, promote learning from past experience to improve the Bank's development effectiveness, and boost its internal evaluation culture. In tandem with the preparation of the Bank's new Ten-Year Strategy (2023–2032), IDEV evaluated the performance of the current strategy for 2013–2022 in terms of its relevance, coherence, effectiveness, and efficiency. CODE endorsed the findings, lessons and recommendations of the evaluation and recommended that they be taken into account in the development of the new strategy, in particular what should be done differently to achieve the Bank's strategic goals over the next ten years. Likewise, IDEV's evaluation of the Bank's support to its Regional Member Countries in response to the COVID-19 pandemic assessed the quality of its interventions, particularly its ability to adjust its ways to better support countries in dealing with the pandemic, and drew lessons for the Bank's response to future crises. In response, Bank Management committed to prepare a new Guidance Note that will define how the Bank responds to different types of crises.

IDEV's knowledge sharing activities in 2022 also informed Bank strategic discussions and decision making on aspects related to the High 5s, cross cutting issues, and

opportunities and challenges for Africa. For example, the flagship Development Evaluation Week 2022 was tailored to support the development of the next TYS by inviting experts and practitioners to discuss evidence in regard to Africa's energy needs, agricultural productivity, social and human development, as well as economic challenges such as debt burdens.

IDEV's added value is also seen through time. Indeed, various new Bank policies and strategies approved by the Board in 2022 – such as the Fragility Strategy for 2022–2026, the new Private Sector Development Strategy, the Framework for Public-Private Partnerships, the Sustainable Borrowing Policy, and the Policy on Sovereign Operations Restructuring – were informed by previous IDEV evaluations. In such cases, Board members pay particular attention to evaluation lessons and recommendations being reflected in the new policies and strategies.

Finally, on behalf of the CODE Committee, let me take this opportunity to congratulate Karen Rot-Münstermann for her appointment as Evaluator General and her continuous dedication to bolster the use of the knowledge generated by IDEV's evaluations for the Bank's learning and improvement. I encourage the whole IDEV team to continue to deliver their high-quality work for the benefit of our institution. 



Message from the Senior Vice President

Swazi Tshabalala

Senior Vice President, AfDB



The challenges of a rapidly evolving economic and developmental context marked by ambiguity, uncertainty, vulnerability, and complexity are reflected in heightened socio-political tensions and economic vulnerability which have affected the lives of many African people in 2022. These have come on top of the existential challenge of climate change as well as economic recession and rising country debt levels exacerbated by the COVID-19 pandemic, and the inflationary pressures resulting from food and energy supply disruptions at the international level.

In this context, with both the Sixteenth replenishment of the African Development Fund and the African Development Bank's seventh general capital increase now effective, the Bank is poised for a positive trajectory of strengthening its portfolio of offerings, continuing to move closer to its clients, and addressing its ambitions through the development of its Ten-Year Strategy 2023-2032 currently at an advanced stage, going forward.

It also equips the Bank with increased resources to better support Regional Member Countries' (RMCs) efforts to achieve the Sustainable Development Goals (SDGs) and the African Union Agenda 2063 objectives.

The Bank's commitment to strengthening and crowding-in alternative sources of financing through syndication, co-financing, private sector participation and partnerships, as well as the channeling of Special Drawing Rights to Africa as a means to accelerate the SDGs and fight climate change, is beginning to bear fruit. The Bank continues to step up its successful resource mobilization through innovative financial solutions such as balance sheet optimization and hybrid capital; in this regard, the Bank is well ahead of its MDB peers.

All the above reflect the Bank's commitment to ensuring value for money for its stakeholders through continuous improvement based on learning the lessons of the past and being held accountable for its results.

Furthermore, the Bank is nimble and effective in rallying round its RMCs by responding to their needs and borrowing priorities – particularly with strong counter-cyclical response, which is critical to RMCs' economic recovery, maintaining socio-political stability, and ensuring inclusive, equitable, sustainable development and economic growth.

IDEV's Annual Report, which revolves around the theme of **adding value**, through evaluative knowledge, to the Bank's work, priorities, and responses to regional and global challenges, aptly encapsulates how IDEV has contributed to the Bank's achievements in 2022. Through independent evaluations, knowledge products, and events, IDEV emphasized the importance and utility of evaluative evidence to help the Bank learn from its successes and failures and identify areas of improvement and opportunities for better decision-making. In 2022, IDEV added value at various steps to inform, support, and enhance the Bank's development of its new long-term strategy (**Evaluation of the Bank's Ten-Year Strategy, 2013 – 2022, AfDB Development Evaluation Week**), its engagement and advocacy to foster the resilience of its RMCs to domestic and external shocks (**Evaluation of the Bank's Support to its RMCs in Response to the COVID-19 Pandemic, Background Paper for COP27 on Climate Resilience and a Just Energy Transition for Africa**), and its implementation of its long-term investment program

(**Benin and Djibouti** country strategy evaluations, **Impact Evaluation of the Public Finance Modernization Project in the Democratic Republic of Congo (DRC)**), among others. IDEV provided a range of evaluative knowledge products and activities, while continuing to promote an evaluation culture internally and externally, with capacity development and partnership activities.

As a learning organization that values its staff's capacity to generate knowledge and to use that knowledge to guide its strategic priorities and operations, the Bank appreciates the findings, lessons and recommendations provided by independent evaluations, and strives to integrate these in new interventions. Senior Management and staff of the Bank have also collaborated with IDEV in the implementation of its Work Program for 2022–2024, to ensure that independent evaluations continue to align with the work of the Bank and to help meet its knowledge needs in the years to come. The African Development Bank Group embraces continuous learning, knowledge sharing and collaborative work to formulate the best policies, strategies, and frameworks for Africa, but also because we believe that learning is the key to maximizing sustainability and development impact. I am delighted to add my voice to IDEV's Annual Report, and I am certain that our continued close collaboration will further strengthen the Bank in the years ahead. 🌱

Message from the Evaluator General

Karen Rot-Münstermann

Evaluator General, AfDB



It gives me great pleasure to share this edition of Independent Development Evaluation's Annual Report with you.

In 2022, we reaffirmed our commitment to promoting efficiency and effectiveness in development assistance by leveraging evaluative evidence and investing in knowledge management to add value to the work of the African Development Bank. The 11 evaluations and multiple knowledge-sharing events that IDEV delivered provided practical findings, lessons, and recommendations to support the corporate policies, strategies, processes and operations of the Bank.

Throughout the year, IDEV's active engagement with AfDB stakeholders, including Senior Management and task teams, ensured that important evaluative knowledge was being leveraged. For example, the new **Bank Group Strategy for Addressing Fragility and Building Resilience in Africa (2022–2026)**, approved in March 2022, was strongly

informed by the learnings from **IDEV's 2020 evaluation of the Bank's previous Fragility Strategy (2014–2019)** and its **evaluation of the Transition Support Facility**. Likewise, the Bank's new **Private Sector Development Strategy** and its **Framework for Public–Private Partnerships**, both approved in January 2022, were informed by IDEV evaluations, as were the **Sustainable Borrowing Policy** and the Policy on Sovereign Operations Restructuring, approved in February and November 2022, respectively.

As the Bank adjusted to new realities on the continent in 2022, IDEV delivered a variety of evaluations that added value, depth, and insight in its quest to meet the Bank's knowledge needs. At the heart of this work was the **Evaluation of the Bank's Ten-Year Strategy (TYS) 2013–2022**, the findings of which show that the investments over the period contributed to the Strategy's goal of positioning the Bank at the center of Africa's transformation. Both the TYS evaluation and the **Evaluation Synthesis on Inclusive Growth** will play a significant role in informing the design

of the Bank's successor strategy for 2023-2032 to accelerate Africa's inclusive, green and resilient growth.

The Bank has prioritized private sector development as one of its key drivers for reducing poverty and supporting sustainable growth on the continent. Implementation of the Bank's Private Sector Development Strategy for the 2021-2025 period will be supported and enhanced by findings from IDEV's **evaluation of the AfDB's Implementation of its Non-Sovereign Operations (NSOs) 2014-2020**. Some elements of the Strategy's implementation plan are drawn from IDEV's lessons on better coordination and maximization of current institutional arrangements in the NSO ecosystem to achieve more convergence and results.

In 2022, the African Development Fund (ADF), the Bank Group's concessional window which benefits Africa's least developed countries, announced a record donor commitment of USD 8.9 billion for its 2023 to 2025 financing cycle. The findings and lessons from **IDEV's Cluster evaluation on the management of resources in ADF-funded projects** provide strategies to enhance the effective management of these resources in future operations, with a major focus on achieving value for money (VfM) and sustainability. In addition, IDEV's evaluations and validations of Bank country strategies and programs, which in 2022 covered **Benin, Djibouti, Niger and Equatorial Guinea**, aim to identify the factors that enable and/or hamper success, to inform future interventions.

The evaluation of the Bank Group's support to its Regional Member Countries (RMCs) in response to the COVID-19 pandemic offered critical insights for the Bank on how it can strengthen its institutional preparedness for crises such as pandemics. This knowledge can help the Bank play a catalytic role in addressing future health and other crises, boosting Africa's response systems, and prioritizing crisis preparedness and resilience. There is growing evidence that the Bank is using evaluation knowledge to align its operations to the contextual needs of the different RMCs. **The Synthesis Report on the Validation of the 2020-2021 Project Completion Reports and Expanded Supervision Reports**, for example, shows overall satisfactory project performance. This performance notwithstanding, there is a need to continue strengthening the culture of monitoring and evaluation across the Bank and the continent.

In 2022, IDEV promoted this culture by providing a diversity of knowledge products. Most notable was IDEV's contribution to the **Governors' Digest**, highlighting the challenges of building climate resilience and achieving a Just Energy Transition in Africa. This topic was further enlightened by the **background paper prepared for COP27** and the creation of a **dedicated microsite** to showcase IDEV's evaluations related to climate change, green growth, and energy. The creation and dissemination of tailored and comprehensive knowledge is an initiative that we hope to continue undertaking in relation to topical issues affecting RMCs.

IDEV sought to improve its human resource skills set through dedicated trainings and continuous learning. Several capacity-building initiatives were undertaken for IDEV staff to further enhance the quality and credibility of its evaluation and knowledge work.

To strengthen the utilization of its evaluations, IDEV also harnessed the power of internal and external partnerships, leveraging each player's strengths and collaborative efforts. Internally, IDEV partnered with key Bank complexes and departments to conduct capitalization workshops and other learning events. **The Bank's 2022 Development Evaluation Week** held under the theme "Building a stronger and more resilient Africa," facilitated discussions on the contribution of evaluations to addressing the key development issues affecting the continent, as they are being included in the Bank's next TYS. Externally, IDEV strengthened national evaluation capacities, fostered stakeholder engagement for inclusive development, and improved governance through the organization of and participation in knowledge events, trainings, and peer-learning activities with African Parliamentarians, national evaluation stakeholders, evaluation networks, and platforms.

I sincerely thank the Bank Management and the Board of Directors for their unwavering support for the independent evaluation function, and for my appointment as Evaluator General, in 2022. I also thank the IDEV leadership team and staff for their dedicated service to the continent. Together we shall continue to add value to the Bank's work on development effectiveness to serve Africa. 🌱

2022 HIGHLIGHTS



2022 Timeline

FEB

🍃 Contribution to EvalPartners Bootcamp: Strengthening the skills of evaluation leaders

🍃 Training: Evidence-gap Analysis and Mapping

MAR

🍃 Benin: Evaluation of the AfDB's Country Strategy and Program (2012-2021)

APR

🍃 Evaluation Matters: The future of impact evaluations in Africa

🍃 Training: Remote outreach & stakeholder engagement

MAY

🍃 Webinar (gLOCAL event): Building a career in evaluation during uncertain times

🍃 Training: Remote Data Collection

🍃 Training: Application of SPSS software

JUN

🍃 Webinar (gLOCAL event): APNODE – From COVID-19 to Sustainable Development Goals (SDGs): Leveraging evidence use to enhance governance

🍃 Webinar (gLOCAL event): The evolution of IDEV's evaluation practice and its use for post-pandemic recovery

🍃 Webinar for the Evaluation Cooperation Group: Designing an Impact Evaluation with Robust Methodologies: What we learned from IDEV's recent Impact Evaluation of the AfDB-supported Last Mile Connectivity Project in Kenya


JUL

🍃 Training: MS Power-BI


🍃 Event: AfDB and the Civil Society: Lessons for Stronger Partnerships





AUG

 The 7th APNODE Annual General Meeting, held in Rabat, Morocco

OCT

 Impact Evaluation of the AfDB-supported Public Finance Modernization Support Project in DR Congo


 Evaluation of the AfDB's Ten-Year Strategy, 2013-2022


 Evaluation of the AfDB's Support to its RMCs in Response to the COVID-19 Pandemic


 Training: Rapid Evaluation


DEC


 Evaluation of the AfDB's Implementation of its Non-Sovereign Operations (2014-2020)

 Evaluation Synthesis on Inclusive Growth

 Niger: Validation of the Mid-Term Review of the Country Strategy Paper 2018-2022

 Equatorial Guinea: Validation of the Mid-Term Review of the Country Strategy Paper 2018-2022


 Evaluation on the Management of Resources in African Development Fund (ADF)-funded Projects


 Synthesis report on the validation of 2020-2021 Project Completion Reports and Expanded Supervision Reports

 Training: Project Management


 Evaluation Matters: Knowledge Brokering

SEP


 Flagship Event: AfDB Development Evaluation Week

 Capitalization workshop for Bank staff: Last Mile Connectivity Project in Kenya

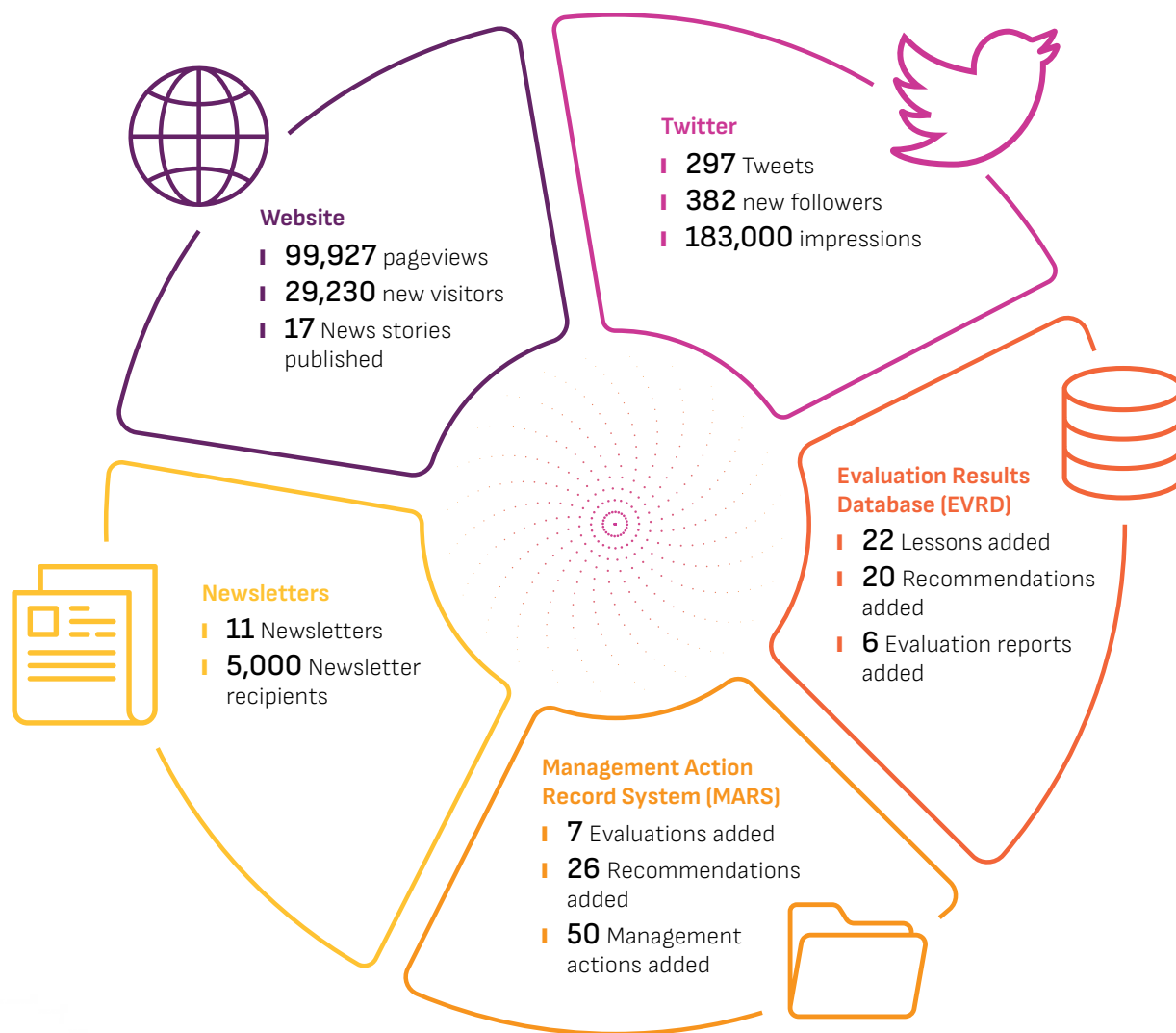
 Djibouti: Evaluation of the AfDB's Country Strategy and Program (2011-2020)

 Evaluation Matters: Evaluation Week - Building a Stronger and More Resilient Africa

NOV

 Training: Communication and Reporting: How to increase the impact & utility of an evaluation

Knowledge, Outreach and Dissemination in 2022



CONTEXT

Africa's development challenges in 2022

The global economy was hit by a multitude of shocks in 2022, including the continuing COVID-19 pandemic; increased food, fertilizer and energy prices triggered by Russia's invasion of Ukraine²; and the growing impacts of climate change. Africa was not spared from these external shocks, which came in addition to the continent's own domestic challenges. In 2022, the continent registered a deceleration of average growth in real gross domestic product (GDP), which stood at 3.8 percent compared to 4.8 percent in 2021 (AfDB, 2022). The Bank estimates that 15 million additional people were driven into extreme poverty in Africa due to higher global energy and food prices in 2022, but additional poverty aggravators include

high debt levels, the impacts of climate change, insecurity and instability, fragility, adverse weather events, disease outbreaks, inadequate public health systems, insufficient human capital development, and lagging private sector development. Despite pressure on African currencies, exacerbating debt vulnerabilities and inflationary pressures, Africa continued to seize opportunities to remain resilient, focusing on inclusive economic transformation and on well-formulated policies. The Bank, alongside other Multilateral Development Banks (MDBs) and development partners, supported African countries in pursuing a sustainable, inclusive, green and resilient post-COVID-19 recovery.

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² Language adopted in the Communiqué of the Board of Governors at the AfDB Annual Meetings in May 2022; Algeria, China, Egypt, Eswatini, Namibia, Nigeria and South Africa entered a reservation and proposed "Russia-Ukraine Conflict".

The AfDB in 2022

The Bank was cognizant of the key circumstances that characterized Africa in 2022 and played a significant role in trying to resolve the various crises. The Bank has increased its approvals of funding for new operations compared with previous years, focusing on two main issues: inclusive and sustainable growth, and the transition to green growth. As such, it engaged in several initiatives and interventions to improve the quality of Africa's growth. The Bank's Annual Meetings in 2022 on the theme "Achieving Climate Resilience and Just Energy Transition for Africa" complemented the launch of the Alliance for Green Infrastructure in Africa initiative during the COP27 as a means of accelerating financing for green infrastructure projects across the continent.


The Bank also launched two new initiatives: the African Pharmaceutical Technology Foundation to bolster healthcare systems; and the African Emergency

Food Production Facility to combat food insecurity. Furthermore, there was increased focus on various cross-cutting areas, such as transition states, gender equality, civil society engagement, governance, and private sector development, while continuing to build on the Bank's expertise in infrastructure and maintaining its long-term investment under its **High-5 development priorities**.

Drawing on its comparative advantages, the Bank began to strategically reposition itself and embarked on the development of its new Ten-Year Strategy (TYS) 2023–2032. Donor confidence was confirmed by the mobilization of US\$8.9 billion for the ADF to support Africa's low-income countries. The modus operandi was enhanced not only from operations and initiatives led by the Bank, but also by the gradual return of its employees to the office, and by continuous utilization of IDEV's evidence of what works, what does not work, and why.

IDEV in 2022

The year 2022 marked the first year of execution of IDEV's 2022–2024 work program, with a number of evaluations remaining from the previous work program. IDEV continued to fulfil its three-pronged mandate: to promote learning, accountability, and an evaluation culture in the Bank and its RMCs. Karen Rot-Münstermann was appointed as the Bank's new Evaluator General by the Board of Directors. Furthermore, IDEV evaluators started heading back to the office and resumed field missions, adding to the depth and quality of evaluations. Throughout the year, IDEV tapped into its holistic ecosystem, which combines evaluation, knowledge sharing, capacity development, and partnerships. This underpinned its ability to add value at every relevant step to inform, strengthen, and enhance the Bank's support for Africa; to support the formulation of the Bank's new long-term vision; and to foster the sustainability of the AfDB investment program and the resilience of its RMCs.

To achieve this added value, IDEV engaged with various Bank stakeholders and promoted the consideration of its evaluative knowledge in the Bank's strategic policy dialogues. But above all, it focused on ensuring that its evaluation products, which highlighted the successes, failures, areas for improvement, and opportunities for the Bank's work, met the Bank's expectations. Furthermore, IDEV dissemination efforts, including different knowledge-sharing events, added value by contributing to learning by the Bank's staff, Management and other stakeholders. Various Management Responses to independent evaluations in 2022 highlighted that IDEV provided insightful assessments that responded to the Bank's needs. The subsequent endorsement of evaluations' recommendations by Management and by CODE, consistently over the year, also underlined the positive perceptions of the evaluation function's value. 

IDEV delivered 11 evaluation products in 2022

Evaluation synthesis on
**promoting inclusive
growth**



The evaluation of the **Bank's
Ten Year Strategy, 2013-2022**



The validation of the **Equatorial
Guinea** Country Strategy
Paper Mid-Term Review



The validation of the **Niger**
Country Strategy Paper
Mid-Term Review



The **Djibouti** Country
Strategy and Program
Evaluation (2011-2020)



The **Benin** Country Strategy
and Program Evaluation (2012-2021)



The evaluation of the **Bank's
Support to its Regional Member
Countries in Response to
the COVID-19 Pandemic**



The impact evaluation of a
**Public Finance Modernization
project** in the **Democratic
Republic of Congo**



The synthesis report on the
**validation of 2020-2021 Project
Completion Reports and
Expanded Supervision Reports**



The cluster evaluation on the
**Management of Resources in
African Development Fund
(ADF)-Funded Projects**



The evaluation of the **Bank's
Non-Sovereign Operations**





ADDING VALUE TO THE BANK'S STRATEGIC PRIORITIES

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As the Bank pursued the preparation of its next Ten-year strategy (2023–2032), consulting broadly with its RMCs and other stakeholders on issues of regional and global importance and the Bank's role in addressing them, IDEV provided evidence and tools to inform the development of the new TYS, with an emphasis on inclusive growth and the quality of engagement with various stakeholders. Furthermore, IDEV's policy-level recommendations

contributed to the analytical thinking that shaped the discourse on current topical issues such as climate change and the Just Energy Transition, and food security. It also produced evaluative knowledge on issues of strategic importance to the Bank, such as its response to crises (including the COVID-19 pandemic), private sector development, and resource management.

Informing the Bank's long-term vision

The TYS 2013–2022 was the Bank's compass for Africa's transformation, and for improving and strengthening the quality of Africa's growth. IDEV's evaluation of the 2013–2022 TYS was opportune, taking place at the end of its final year. It was complemented by an evaluation synthesis on inclusive growth that captures the evolution in thinking, approaches and experiences with interventions aimed at promoting inclusive growth over the past decade. Both products informed the Bank's consideration of its focus for the next 10 years and what might be done differently to better shape the design and implementation of the forthcoming TYS.

Overall, the **TYS evaluation** found that the Strategy responded well to the needs of African countries and had a high degree of coherence with external frameworks such as the United Nations Sustainable Development Goals and African Union Agenda 2063. The Bank made good progress in its decentralization efforts to move closer to its clients, and the level of the Bank's financing plan was largely on target. However, the TYS was found partly ineffective as a programming framework for the Bank due to the lack of a clear relationship with the High-5s, which progressively overtook the TYS as a point of reference for other Bank strategies. Conversely, stakeholders were satisfied with

the Bank's performance. The evaluation found room for improvement in strengthening and leveraging institutional mechanisms and in coordination to operationalize, monitor, and report on the Strategy's implementation.

Main Recommendations of the TYS Evaluation

- Ensure a robust design for the Bank's new long-term strategy.
- Improve the effectiveness of the new long-term strategy by ensuring that the Bank aligns its operations with the priorities laid out in the strategy.
- Strengthen monitoring, evaluation, and reporting by improving institutional mechanisms and coordination.

Management Response to the TYS evaluation

Management welcomes IDEV's evaluation of the Bank Group Ten-Year-Strategy (TYS) for the period 2013–2022. The evaluation's analysis, lessons and recommendations come at an opportune time when work is underway to elaborate a successor strategy. The findings will inform the new Ten-Year Strategy (TYS 2.0) for the period 2023–2032.

The **Evaluation Synthesis on Inclusive Growth** drew findings and lessons from 67 evaluation and research studies on nine types of intervention to promote inclusive growth, by the AfDB and other development agencies. Among others, it emphasizes the need to intentionally target marginalized groups, to address specific barriers when designing and implementing inclusive growth interventions, and to develop and/or amplify the use of alternative financial products.

Furthermore, the **2022 AfDB Development Evaluation Week** specifically sought to contribute to the formulation of the Bank's new TYS. Under the theme of "Building a

Stronger and More Resilient Africa", the discussions were anchored on the new and exacerbated economic and social challenges regarding **Africa's energy needs, agricultural productivity, debt burdens and economic resilience, and improving human and social development**. It provided an opportunity for more than 800 participants—comprising Bank staff, government officials, development partners, civil society organizations (CSOs), academia, and the broader international community—to share knowledge and experiences and discuss how evaluative knowledge can help to build a more resilient continent that can withstand future challenges.

“

I salute the IDEV staff for carefully selecting the theme 'Building a Stronger and More Resilient Africa'. It aligns with our current agenda, as the African Development Bank Group is in the process of developing its Ten-Year Strategy for 2023–2032. These conversations will guide our operations, policies, and strategic approaches towards our shared vision of a prosperous, inclusive, and resilient Africa.”

Dr. Akinwumi A. Adesina, Opening remarks made at the Evaluation Week on behalf of the AfDB President





Evaluation Week
Semaine de l'évaluation
2022

ADDING VALUE TO THE BANK'S STRATEGIC PRIORITIES



“Country-led evaluation is very powerful because this means learning at the national level and seeing what knowledge is needed to scale up and improve interventions.”

Andrea Cook, Director of Evaluation, World Food Programme (WFP)

“If you put the right tools in the hands of African farmers, they can feed their nations.”

Martin Fregene, Director, Agriculture & Agro-Industry, AfDB



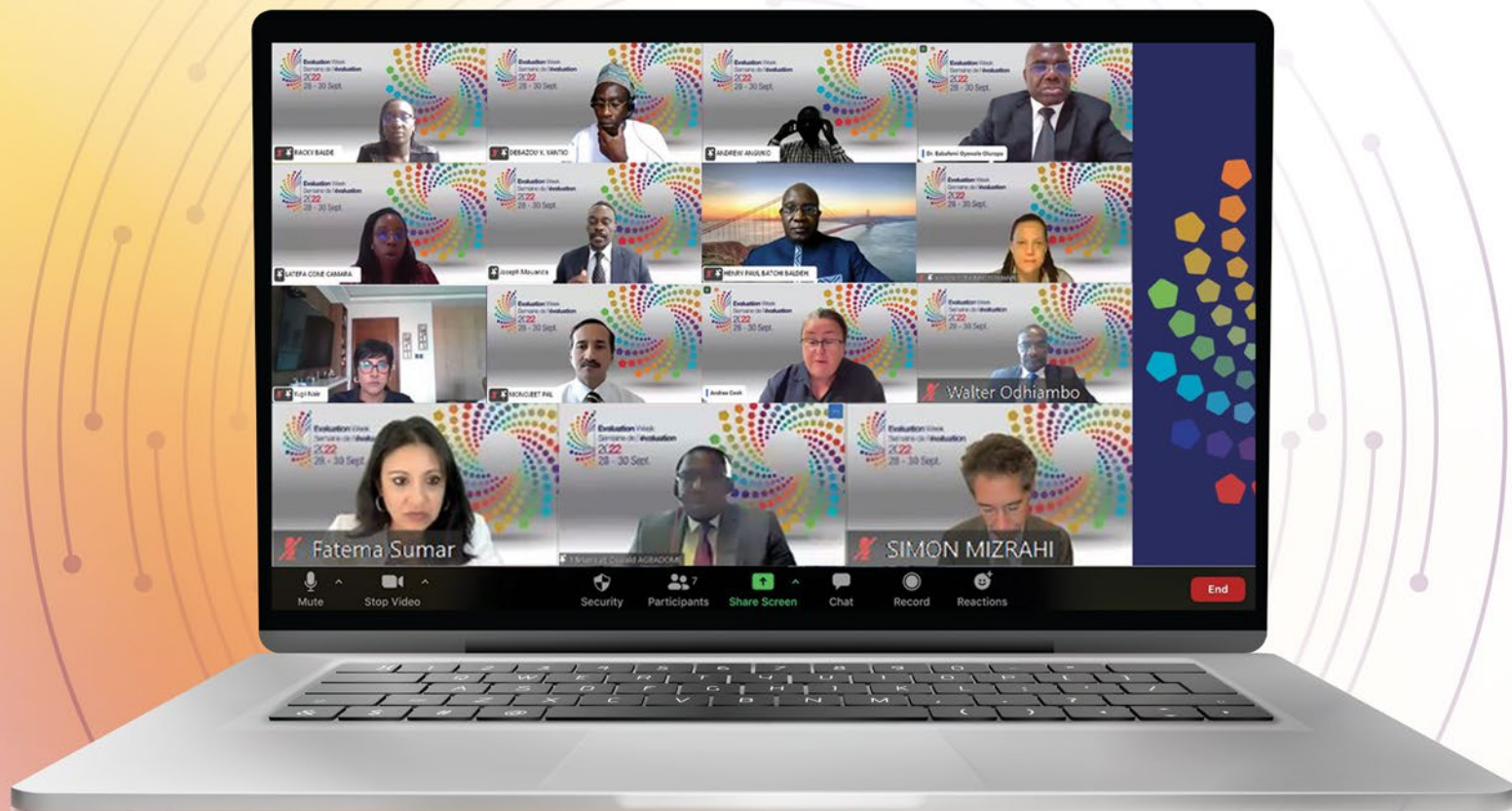
“Because of the current debt nature and composition of debt in African countries, coordination of debt relief presents a particular challenge.”

Victoria Chisala, Acting Director, Corporate Strategy and Policy, AfDB

“Rapid, inclusive, resilient, and green economic growth requires an empowered population. Therefore, providing the skills and training needed for youth and access to finance must be central to what we do.”

Tapera Jeffrey Muzira, Coordinator of the AfDB's Job for Youth Program.





Supporting the response to regional and global challenges

In 2022, IDEV made valuable contributions to analytical thinking, discourse, and decision-making on regional and global topical issues regarding climate change, environmental sustainability and food security. First, IDEV contributed to the Governors' Digest for the 2022 Annual Meetings of the Bank through the Evaluator General's article titled **"Fostering climate resilience and a just energy transition for Africa through evaluative evidence."** This article provided policy and strategy considerations from previous IDEV evaluations to harness Africa's large, untapped clean energy sources.

Subsequently, IDEV prepared a background paper for COP27, where the Bank participated in discussions regarding the African continent's special needs and circumstances concerning climate resilience and transition to clean energy. The paper titled **"Evidence-based Transformative Pathways to Foster Climate Resilience and a Just Energy Transition for Africa"** drew on IDEV's wealth of evidence on policies, strategies, frameworks, and operations in the areas of power, energy, climate change and green growth. This evaluative knowledge informed the discussions regarding Africa's drive for energy access and economic development.

Furthermore, Russia's invasion of Ukraine disrupted food and fertilizer supplies, and prompted the Bank to increase its support to African farmers to boost food production. IDEV provided the Board of Directors with key lessons from previous evaluations and the experience of other development partners related to operations' design, implementation, and risk management. This informed its discussions on the design, approach, implementation, and processing guidelines of the African Emergency Food Production Facility (AEFPF). Subsequently, the Bank approved US\$1.5 billion in operations under the AEFPF to support African smallholder farmers.

Key takeaways from IDEV evaluations relevant to climate resilience and a just energy transition

- Address the infrastructure financing gap through scaling up blended finance approaches that mobilize more private sector investments and creative concessional finance, in addition to the leverage of climate finance.
- Support and create an enabling environment by providing strong support for capacity building in energy sector coordination, planning, and policy formulation in collaboration with other development partners.
- Address climate resilience through project quality at entry, with sound project design, effective participatory process, and better risk management.
- Give due policy and strategy consideration with regard to increasing the use of non-lending instruments, such as analytical work and technical assistance, and strengthening policy dialogue based on established and well-structured national sector reform strategies and road maps. Supporting the development of a master plan for the climate-resilient power sector to balance supply and demand, expand access to affordable power, and promote the supply of off-grid energy.
- Improve service delivery by focusing on national utilities' financial viability and operational performance, regional trade efficiency, and energy efficiency.

Evaluation of Mainstreaming Green Growth and Climate Change into the AfDB's Interventions. (2021)

Evaluation of Mainstreaming Green Growth and Climate Change into the AfDB's Interventions: Energy and Transport Cluster. (2021)

Evaluation of the AfDB's Assistance to the Energy Sector (1999–2018): Refocusing Support for Improved and Sustained Energy Access in Africa. (2020)

Impact Evaluation of the AfDB-supported Kenya Last Mile Connectivity Project, Phase I. (2022)

Spurring Local Socio-Economic Development Through Rural Electrification: Cluster Evaluation Report. (2018)

Powering Africa Through Interconnection: Cluster Evaluation Report. (2018)

Providing evidence to strengthen the Bank's performance

In 2022, IDEV delivered three evaluations in areas of strategic importance to the Bank: its COVID-19 response, Non-Sovereign Operations, and the management of ADF resources. Applying the findings, lessons and recommendations from these evaluations will help the Bank to strengthen its performance in these areas.

In response to the COVID-19 crisis, the Bank launched the COVID-19 Rapid Response Facility (CRF) and other initiatives, including support to the World Health Organization (WHO), the Feed Africa Response to COVID-19 (FAREC), and a USD 3 billion Social Bond, to provide fast and flexible support to RMCs through sovereign and non-sovereign operations. In its **Evaluation of the Bank's COVID-19 Response**, IDEV assessed the preparedness of the Bank to address the effects of the pandemic, its strategic and operational alignment, as well as the adequacy of the response. In addition, the quality of the design of the Bank's support and how it adapted to the evolution of the crisis were also assessed.

The evaluation results found that the Bank's system was not adequately prepared to respond to the scale, scope, and nature of the COVID-19 crisis, which was unprecedented and very different from previous experiences (such as the Ebola crisis of 2014–2016). However, the Bank reacted quickly as the situation unfolded and was able to enhance countries' capacity to respond to the health emergency and put in place measures to mitigate the impact of the crisis on vulnerable households. Furthermore, the evaluation found that the Bank's support also protected

Main lessons from the COVID-19 Response Evaluation

- Responding with a single quick-disbursing short-term instrument may be relevant but is not sufficient in the context of a crisis, the evolution of which is uncertain. Adopting a multi-stage and multi-instrument approach allows for adjustment of the intervention to country specificities as the crisis evolves.
- Country ownership and government leadership are necessary conditions to ensure coherence and strong coordination among development partners.
- If in a crisis where the Bank lacks comparative advantage, such as in the area of health service delivery, it can intervene via collaboration with specialized agencies such as the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO).
- The monitoring capacity of RMCs and the availability of timely and reliable data are of paramount importance.

some small and medium enterprises (SMEs) from bankruptcy and saved jobs and livelihoods. The level of resources made available by the Bank, which was modest compared with the RMCs' needs and other development partners' support, combined with other factors such as the lack of technical assistance, limited the Bank's contribution to the recorded results. At the same time, streamlined business processes and workflows were found to have been applied efficiently and shortened the approval process. The results of the evaluation, including key lessons, will shape and strengthen the Bank's future responses and support to comparable shocks and crises.

To support private sector development, the Bank committed to expanding its Non-Sovereign Operations (NSOs) in RMCs to achieve inclusive and green growth, as stated in the TYS 2013-2022. IDEV conducted an **evaluation of the Bank's implementation of its NSOs (2014-2020)** to assess the relevance of the Bank's institutional arrangements and performance, as well as its effectiveness and efficiency in delivering on its NSO agenda. IDEV's evaluation followed on from its **2020 Evaluation of the AfDB's Private Sector Development Strategy (2013-2019)** and served to inform the Implementation Plan of the Bank's **new Private Sector Development Strategy (PSDS)** for the 2021-2025 period and other strategic frameworks.

Overall, the NSO evaluation concluded that current Bank institutional arrangements for supporting NSOs are relevant for enabling successful implementation of

operations and portfolio management. However, challenges were identified in incentivizing staff to enhance project design, achieving development objectives, integrating lessons, and covering emerging cross-cutting issues in the Environmental and Social Assessment Procedures (ESAP).

In addition, NSO monitoring and supervision were found to still be unsatisfactory, and the Development and Business Delivery Model (DBDM) objectives regarding coordination mechanisms were deemed not yet fully met. While the delivery of the Bank's NSOs agenda had mostly achieved its intended outcomes, the Bank's effectiveness was found to have mixed results. The evaluation provided an opportunity for the Bank to review its support to the RMCs through NSOs, and to use the robust evaluative knowledge to make the necessary adjustments for increased performance of the Bank's NSOs.



“The new PSD Strategy for 2021-2025 was informed by IDEV's evaluation of the PSD Strategy for 2013-2017, and its implementation plan will be informed by lessons drawn from implementing the previous PSD Strategy, as well as the NSO evaluation.”

Suraj Balogun,
Acting Director, NSO and Private Sector Support, AfDB

The **Cluster Evaluation on the Management of Resources in ADF-funded Projects** contributes to the discourse on optimal resource management. As the Bank has embarked on the 16th ADF cycle (ADF-16), the lessons from this evaluation will enable it to make informed decisions regarding the management of ADF-funded operations and to respond more proactively to the needs of RMCs.

The project cluster evaluation found that the Bank's project management tools and practices were robust and effective for monitoring progress and performance, although shortcomings in fulfilling conditions precedent

were identified. The ADF commitments and operational guidelines include quality assurance tools that, if adhered to, should help improve project quality. However, it was found that the tools and guidelines were not always applied diligently. The levels and quality of the project outputs and outcomes achieved were also found to be uneven across the project cluster. Furthermore, sustainability was noted to be one of the greatest challenges. As important success factors for project implementation, the evaluation identified commitment, capacity, resources, qualified staff, and good coordination. 🌱

Main lessons from the evaluation of ADF Resource Management

- Enhancing relevant stakeholder awareness and engagement (the Bank, governments, beneficiaries, the private sector, civil society, and development partners) throughout the entire process through effective co-creation is crucial for successful ADF project management.
- Effective supervision, including a risk-based approach that identifies and addresses critical bottlenecks promptly, can contribute to ensuring the quality of ADF project implementation, especially with ADF-recipient countries in fragile situations.
- Successful project implementation depends on factors such as commitment, capacity and resources of implementers, the use of qualified and experienced staff, and good coordination.



“ Since ADF resources are highly concessional and should address the needs of the most vulnerable countries, they must be managed more efficiently and effectively. The ADF donors are particularly interested in value for money, especially within the current resource-constrained environment. To improve the performance of future projects, there is a need to focus more on the design phase, strengthen the monitoring capacities of teams on the ground and the project implementing sectors, leverage the Bank's comparative advantage through partnerships to achieve better VfM, and use the Bank's presence in-country offices to dialogue with the local stakeholders. ”

Veronica Giardina,
Chief Resource Mobilization & Partnerships Officer, Resource Mobilization and Partnerships,
AfDB





ADDING VALUE TO THE BANK'S COUNTRY ENGAGEMENT AND CORPORATE PRODUCTS AND PROCESSES

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By evaluating the implementation of the Bank's Country Strategy Papers (CSPs), the performance and impact of individual projects, and the quality of the Bank's results reporting, IDEV brings to the fore the success factors that have a positive impact, and the hurdles that impede country- and project-level performance. This enables both the Bank and RMCs to leverage the key evaluation findings, lessons and recommendations in developing more robust cooperation frameworks, pursuing greater selectivity, and implementing future actions. Mid-Term Review (MTR) validation notes, introduced in 2018, aim to provide additional support to the Bank's CSPs by examining the strength of evidence provided on implementation progress achieved at mid-term. IDEV's Country Strategy

and Program Evaluations (CSPEs), MTR validation notes, validations of Project Completion Reports (PCRs) and Expanded Supervision Reports (XSRs), and impact evaluations provide country/regional and operations departments with key evaluative knowledge to improve their performance, management and the quality of their reporting.

In 2022, IDEV conducted two CSPEs (for Benin and Djibouti), two validations of CSP Mid-Term Reviews (for Niger and Equatorial Guinea), validations of 126 PCRs and 16 XSRs (and prepared a synthesis report), and an impact evaluation of a Bank institutional support project in the Democratic Republic of Congo.

Enhancing country engagement

Fostering sustainability: The Benin country strategy and program evaluation (2012-2021)

Over the 2012-2021 period, the Bank availed USD 980 million to finance 31 projects in Benin's infrastructure (transport, energy, water and sanitation), agriculture and governance sectors. **IDEV's evaluation of the Bank's country strategy and program in Benin** showed that the Bank's CSPs were broadly aligned with national policies and strategies, as well as those of the Bank at the institutional

level. The evaluation found that the good continuity between programs showed consistency with past Bank initiatives, which enabled the achievement of most expected outputs. However, the lack of clarity and realism of the results chain did not allow for a clear assessment of the benefits in terms of growth and improvement in living standards. The Bank's strategies took into account

issues of inclusiveness, but the evaluation found that its interventions struggled to provide concrete elements to confirm the effective and efficient monitoring of environmental impact mitigation/enhancement measures, and a clear approach with priorities related to gender inequalities. The evaluation particularly drew attention to the improbable sustainability of some sector achievements occasioned by the lengthy delays in other projects' implementation, which hindered aspects related

to socio-organizational and institutional activities, ownership, management and maintenance.

The issue of sustainability was reiterated during an **open day for Beninese civil society organizations (CSOs)** in December 2022, in Parakou, Benin, organized by the Bank's country office. IDEV had the opportunity to disseminate the key findings of its Benin CSPE to 80 participating organizations.

How can the African Development Bank improve engagement with CSOs?

The critical relationship between the AfDB and civil society was highlighted during a **webinar** co-hosted by IDEV and the Bank's Gender, Women and Civil Society Department in July 2022. This event was organized to discuss the findings, lessons and recommendations emanating from **IDEV's evaluation of the Bank's civil society engagement (CSE)** over a seven-year period (from 2012 to 2019), published in 2021. The objective of the evaluation was to facilitate the effective implementation of the Bank's CSE Action Plan (2019-2021) and to inform the design of a new Bank CSE Strategy. IDEV's presentation at the event invited the participating CSOs to identify areas of activity and actions that could strengthen the development of their countries.

The event discussed three key drivers of success that the Bank should take into account in designing actions for civil society as a stakeholder and implementing partner:

- Enhance awareness and common understanding of the purpose and potential value-added of CSE at both country and regional levels.
- Enhance the resourcing approach for the effective implementation of civil society engagement, possibly through alternative funding sources such as thematic trust funds.
- Strengthen civil society engagement in policy dialogue at both country and regional levels.

Drawing attention to cross-cutting issues: The Djibouti country strategy and program evaluation (2011-2020)

IDEV's evaluation of the Bank's country strategy and program in Djibouti over the 2011-2020 period found the Bank's assistance, through 22 operations worth USD 143.11 million, to be well-aligned with the country's development frameworks, those of its partners, and the Bank's own strategies. The Bank's goal was to promote inclusive and diversified growth by developing infrastructure in the energy and health sectors and strengthening institutions that promote the private sector and business as preferred drivers of growth and structural transformation of the economy. However, the evaluation found that the Bank's program in Djibouti did not achieve more inclusive growth or significantly increase the contribution to GDP of sectors other than the port-based transit trade, although its support to the agriculture sector did contribute to reducing poverty by increasing per capita consumption. Overall, it was found that the Bank's support encountered

several challenges to performance on effectiveness due to, but not limited to, the poor alignment of the outputs of operations with expected outcomes at the level of the strategy pillars, frequent and long implementation delays, and irregular disbursement of counterpart funds. Although the Bank created the necessary conditions to ensure ownership of operations by beneficiaries, capacity building through training and development of tools, and establishment of sustainability mechanisms, the evaluation found a need to improve the mainstreaming of cross-cutting issues related to gender promotion, youth employment, and collaboration with the private sector to boost growth and job creation. For the next CSP (2023-2027), IDEV urged the Bank to set realistic objectives based on the resources available internally and externally, and to better integrate youth employment and private sector development into its operations.

Strengthening the Bank's institutional support: The impact evaluation of a public financial management project in the Democratic Republic of Congo

The AfDB's Strategy for Economic Governance in Africa (SEGA) 2021-2025 outlines the Bank's investment approach in strengthening public financial management (PFM), promoting transparency and accountability in public service delivery, increasing government effectiveness, creating enabling environments for businesses, fighting corruption, and strengthening institutional frameworks for effective economic management at the national and sub-national levels. To inform the implementation of the SEGA, IDEV evaluated the impact of the Bank's institutional support to the Public Finance Modernization Support Project (PAM-FP) in the Democratic Republic of Congo, approved in 2012 and completed in 2017.

The evaluation found that PAM-FP made it possible to increase domestic resource mobilization in the beneficiary provinces by 10 percent per year on average. It also increased the efficiency of public expenditure, with economic agents in treated provinces reporting greater access to waste disposal services, good roads, electricity connection, and drinking water than those in untreated

provinces. It found that the project improved the working conditions of tax administration agents and officers. Citizens had a lower sense of unfairness and were less likely

Management Response to the PAM-FP evaluation

The lessons learned from this important exercise will be capitalized by Management and taken into consideration in the design and implementation of future Bank operations, as well as in the structuring of the dialogue with governments and collaboration with other TFPs in the DRC.

to face corruption in the treated provinces. However, the project was found to lack financial mechanisms to ensure its institutional and technical sustainability. The evaluation also found insufficient harmonization and coordination of the Bank's intervention with those of other donors.

“The construction of new premises has given a good image to the tax service, and it is a great honor for the province of Katanga to have a service which works in good conditions.”

A tax administration manager in DRC

“That gives you a bit of confidence, because when you have to pay taxes of several million Congolese francs under mango trees or in facilities that do not reflect well on the entities, it can lead you to believe that your money ends up in individuals' pockets, and at that moment you are not too motivated to pay taxes.”

Manager of an informal production unit, DRC

Tightening country level implementation: Validations of the Niger and Equatorial Guinea Country Strategy Paper Mid-Term Reviews

In 2022, IDEV conducted two CSP Mid-Term Review validations to examine the extent to which the MTRs complied with the Bank's reporting requirements and how far the programs' mid-term outcomes were evidence-based, to improve the quality of future reviews, the completion of the CSPs, and the preparation of the next CSPs. The exercise also sought to draw lessons and advise the Bank's Management on approaches to assess the relevance, implementation performance, and results of future CSP MTRs.

The Niger CSP (2018–2022), through the Bank portfolio dominated by rural development, energy, transport, governance, communication, and social sector projects, sought to contribute to building Niger's resilience to the drivers of fragility, and accelerate sustainable and inclusive economic growth. The **MTR validation** confirmed that the pillars that guided the Bank's interventions were still relevant for the country's development objectives and the Bank's priority areas. However, it found that the Bank should focus on fostering country dialogue on operational adjustments to integrate into its operations new challenges related to the COVID-19 pandemic and the deteriorating security situation and resolve recurrent project implementation delays. It also called for the integration of a robust results framework and the provision

of support mechanisms for the national M&E system.

The Equatorial Guinea CSP (2018–2022) focused on diversifying the economy through structural transformation to ensure long-term sustainable growth. The **MTR validation** confirmed that the CSP targeted the country's key development needs and that the operations in the pipeline were relevant, but that the expected mid-term results had not been achieved. The validation drew attention to the Bank's inability to adapt to the country's institutional capacity challenges, the low level of operations approved at mid-term, and implementation delays. These aspects also affected the efficiency factors and, more importantly, limited achievements of expected outcomes. The validation called for the incorporation of a theory of change in project design, performance indicators in the results framework, and training of Project Implementation Unit (PIU) staff on the Bank's procedures before project start-up.


Overall, the validations found the two CSP MTRs to be of good quality, as they highlighted the implementation results from the interventions, but suggested that the Bank could pay greater attention to the evidence base for the reporting.

Strengthening corporate products and processes

In 2022, IDEV continued to support Bank departments that undertake self-evaluations of their public and private sector operations by providing independent validations as well as participating in joint workshops that served to strengthen internal and external stakeholders' institutional capacities regarding results-based quality assurance, monitoring, and post-evaluation in project cycle management. The validations feed into the continuous

monitoring, effectiveness and accountability loop. They also serve as a learning opportunity for the Bank's Board, Management, and operational staff through findings and lessons that highlight: (i) factors of success and challenges for effective project design and delivery; (ii) the quality of reporting through self-assessments; and (iii) compliance with the Bank's guidelines for results reporting.

In 2022, IDEV for the first time prepared a single **synthesis report** on the validations of both PCRs and XSRs, due to the harmonization of evaluation practices and the “One Bank approach.” For the 2020–2021 period, IDEV validated 126 PCRs and all the 16 XSRs available at the time. Overall, project performance was found satisfactory on average: 94 percent of PCRs achieved a positive rating and 15 XSRs realized a positive development outcome rating. Despite progress as compared to 2019, the synthesis found that there is still room for improvement in some

aspects of PCRs and XSRs, including, but not limited to, engaging stakeholders/clients more, encouraging support for countries’ capacity-building, and identifying and formulating lessons. IDEV also highlighted the need for policy dialogue especially during crises such as the COVID-19 pandemic, and comprehensive design reviews as key components of its public sector operations, while private sector operations should pay special attention to the suitability of local currency financing and risk management instruments. 

Main lessons from the validation of 2020–2021 PCRs and XSRs

- | Involving all stakeholders, including beneficiaries, in all steps of the project cycle is critical for ensuring high-quality design, and for enhancing ownership and sustainability of project outcomes.
- | A failure to account for gender differences during project preparation, design, implementation, and M&E can lead to underlying inequalities and limitations persisting and, in some cases, being exacerbated.
- | While most results indicators were measurable and aligned with indicators already being collected by the RMC authorities, some did not fully take into account the capacity of the RMCs and the feasibility of collecting data to assess progress. Beyond a robust results framework, the monitoring capacity of countries and the availability of timely and reliable data are of paramount importance to ensure the responsiveness of the interventions to country needs, and their effective delivery and reporting.
- | Local currency financing is better suited to both a wider range of financial intermediaries and to SMEs than foreign currency financing. It also improves SME targeting of Bank projects.
- | Well-designed technical assistance packages that accompanied lending or investment operations were associated with higher levels of overall project success, and/or improvement in the performance and asset quality of the client company.
- | Innovation is crucial in the Bank’s use of risk management instruments.



“PCRs and XSRs, if done candidly, can help the Bank close the gap between what it intended to do and what it achieved. The IDEV report is rich in lessons that cut across sectors, regions, and instruments, but it also has specific lessons on how the Bank intervened to support RMCs during the COVID-19 pandemic.”

Olivier Shingiro,
Division Manager, Development Impact and Results, AfDB

IDEV's continuous support to operations teams

The Bank has successfully internalized its process of undertaking PCRs and XSRs, improving the quality of its reporting. For years, IDEV has worked closely with the Bank's Management on the issue of improving quality and capacity building, making presentations and organizing workshops for Bank staff, among others. This has increased awareness, improved the planning and measurement of project results, and enabled the integration of lessons drawn from completed projects into new projects for enhanced development effectiveness.

In 2022, IDEV collaborated with ECAD and SNDR to organize an **institutional capacity-building workshop** on project M&E for five Portuguese-speaking countries (Angola, Cape Verde, Guinea Bissau, Mozambique, and São Tomé & Príncipe). The workshop was attended by 200 participants, including senior officials from ministries of finance and technical ministries, as well as Bank staff. The performance of the Bank's projects implemented in Lusophone countries between 2013 and 2021 was discussed.







ADDING VALUE THROUGH CAPACITY DEVELOPMENT AND PARTNERSHIPS

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Evaluation capacity development (ECD) and partnerships are at the heart of IDEV's objective of promoting an evaluation culture in the Bank and in RMCs. The experience from the COVID-19 pandemic further cemented the need for IDEV to strengthen its own capacities in using hybrid methodologies and tools to enhance the evaluation process, reporting, knowledge dissemination, outreach, and stakeholder engagement.

In addition, IDEV continued to actively support the promotion of ECD in African countries by working in

partnership with the African Parliamentarians' Network on Development Evaluation (APNODE), the Evaluation Platform for Regional African Development Institutions (EPRADI), Twende Mbele, EvalPartners, and the Global Evaluation Initiative (GEI). IDEV further sought to enhance and advance its collaboration with the African Evaluation Association (AfrEA), Centres for Learning on Evaluation Results for Anglophone & Francophone Africa (CLEAR-AA/FA), and the Réseau Francophone de l'Evaluation (RFE).

Continuous learning to enhance evaluation practices

Every year, IDEV (in line with other Bank departments) provides practical trainings to its staff to improve their individual and team capacities, knowledge and skills to foster the timeliness and quality of its evaluations, and the delivery of its work program more broadly. Trainings provided in 2022 included evidence gap analysis and mapping, remote outreach and stakeholder engagement,

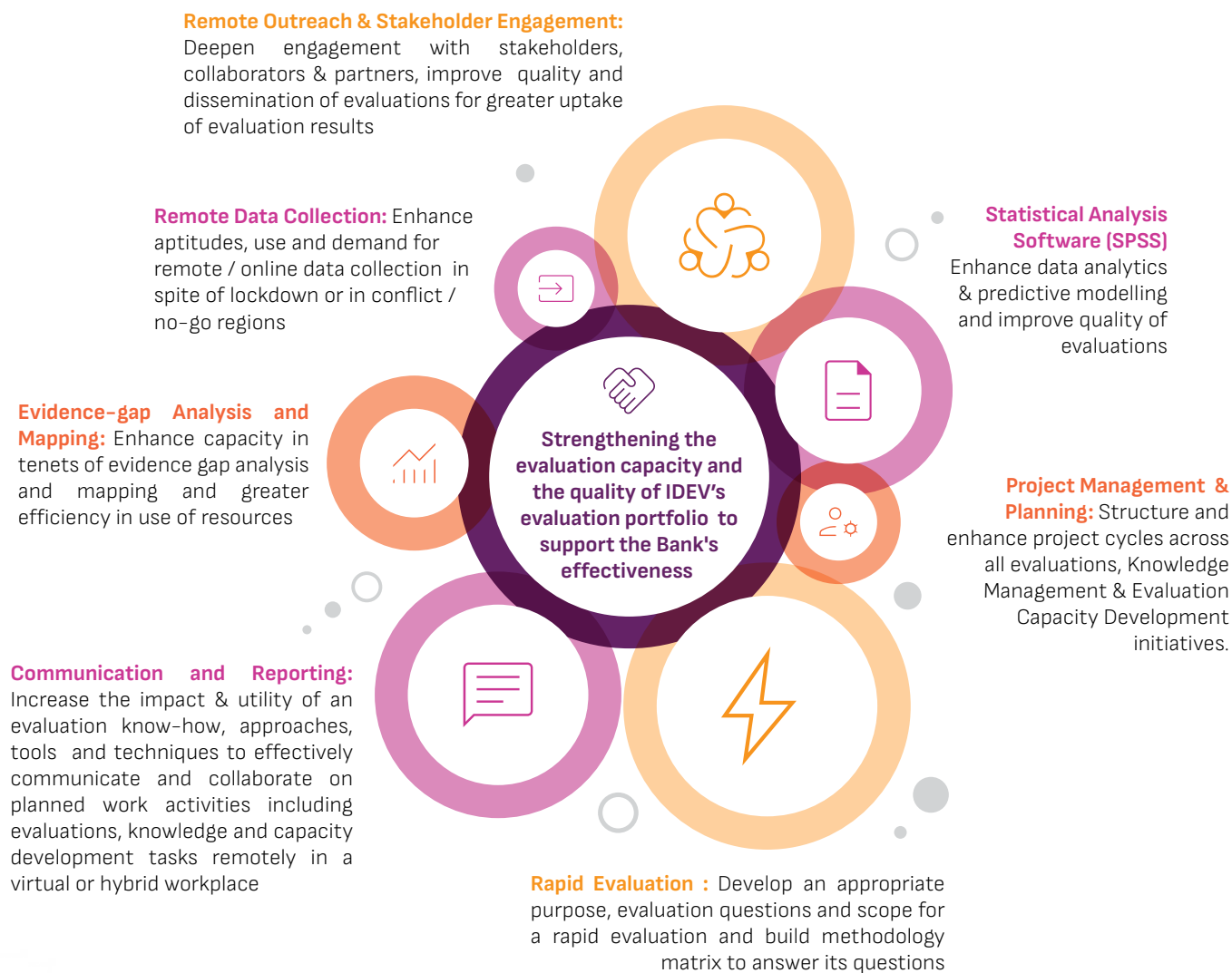
remote data collection, rapid evaluation methods, communications and reporting, and training on several software packages. IDEV also participated in international peer learning networks which not only discuss new methods and tools, but also promote knowledge- and experience-sharing.

IDEV's continuous commitment to knowledge exchange and peer learning

In 2022 a **peer learning and experience sharing event** linked to the Evaluation Cooperation Group (ECG) of the IFI independent evaluation offices was organized by IDEV. IDEV's evaluators presented a creative mixed methods approach used in a complex impact evaluation conducted in 2021: **The impact evaluation of the Last Mile Connectivity Project (LMCP) Phase 1 project in Kenya**. Evaluators concurred that, contrary to health sector investments, the impacts of an electrification project could be measured relatively soon after completion since it involved electricity connection numbers in a given area. IDEV also demonstrated how the findings and lessons of the evaluation enabled the Bank to be informed about the performance of this pilot initiative to improve the design and implementation of the next phase of the project, and the possibility of scaling it up to other countries. It also improved other ongoing Bank-financed electricity access programs in Africa.

Drawing on this experience and those of other evaluation and development practitioners, IDEV's **Evaluation Matters magazine** dedicated one volume in 2022 to **the future of impact evaluation in Africa**, highlighting the need to review methodologies to understand which ones have the greatest potential in which settings/contexts and which new, alternative or innovative methods enable evaluators to conduct greater quality impact evaluations related to assessing public policies, development interventions, and more.

Adding Value through Capacity Development



Partnerships for evaluation capacity development

IDEV continued to host the Secretariat of APNODE and organized its 7th Annual General Meeting, hosted by the House of Councillors of Morocco, on the theme “Effective Parliamentary Public Engagement for Inclusive Development”. The meeting provided a platform to explore insights and views of Speakers and Members of Parliament on what they envisage as the strategic imperatives that African Parliaments need if these key institutions are to help guide their respective countries to achieve the UN Sustainable Development Goals (SDGs) by 2030. Participants also benefited from a virtual training session on “Using Evidence in Policy & Practice: Lessons from Africa,” co-organized with CLEAR-AA and the GEI. The event attracted over 80 participants from 14 National Assemblies and Senates, and several APNODE partner institutions. Notably, the Parliaments of Morocco and South Sudan became institutional members of APNODE, making three to date, including the Parliament of Zimbabwe.

For Twende Mbele, a peer-to-peer learning initiative of six RMCs³, IDEV served on both its Strategic Management Committee and Technical Management Committee. It offered technical insights into planned Twende Mbele initiatives and helped to define the future of the country partnership with regard to how it continues to sustain its efforts at implementing M&E systems that improve

government performance and impact on citizens. In addition, IDEV trained staff members of participating countries in a series of brown bag lunchtime learning events related to various knowledge management and communication activities in evaluation.

Related to this, in support of the GEI’s gLOCAL Evaluation Week, IDEV organized three webinars: (i) **for Young and Emerging Evaluators (YEEs)** on building a career in uncertain times; (ii) on the **evolution of IDEV’s evaluation practice and its use for post-pandemic recovery**; and (iii) on **evidence-use in Parliaments**. These webinars were all well attended. IDEV also continued to serve on two committees of the GEI, providing technical support to planned activities and the development of knowledge products and services, and on the Executive Committee of EvalPartners, guiding the development of its Strategic Plan 2023-2030, among others. IDEV supported the 10th AfrEA Conference and the 2022 FIFE Conference organized by the RFE by facilitating participation by its evaluators and APNODE members. Furthermore, IDEV staff participated in different workshops to inform and reinforce capacities of national counterparts in areas related to the process of preparing evaluation reports, the key steps in communicating evaluation results, and on strengthening the skills of evaluation leaders. 🌱



“Morocco is committed to supporting this network to enable it to achieve its development goals, noting that the various parliaments on the continent share the same values and the same desire to serve the peoples they represent. The next few years will be crucial to ensure a profound transition at the economic and social level in Africa.”

Naama Mayara,
President of the House of Councillors, during the 7th APNODE AGM

³ Benin, Ghana, Kenya, Niger, South Africa and Uganda



LOOKING AHEAD

In 2022, IDEV set out to pursue the four key goals of its 2022–2024 work program: (i) meet evaluative knowledge needs; (ii) achieve the right balance in IDEV’s product mix; (iii) enhance the quality and credibility of evaluation work to deepen impact; and (iv) strengthen the utilization of evaluations through knowledge, outreach, evaluation capacity development and the quality of interactions with stakeholders. IDEV focused on adding value to the Bank’s work by providing relevant, high-quality evidence to inform the Bank’s strategic priorities, its response to topical challenges, its engagement with stakeholders, and its products and processes, in the expectation that a strong evidence base improves development effectiveness.

Looking ahead, the stage is set for IDEV to continue to add significant value to the work of the Bank. In 2023, IDEV will focus on enhancing the feedback loop between evaluations and new Bank interventions

through learning events and capitalization workshops. For example, IDEV intends to host a high-level event to explore the recurrent challenges to sustainability in the AfDB’s interventions. The event will serve as a platform for sharing knowledge, experiences, and good practices that can enable the Bank to improve the sustainability of the benefits of its development interventions. IDEV will also chair the Evaluation Cooperation Group (ECG), a noteworthy platform through which it will collaborate with other independent evaluation offices to harmonize and strengthen the use of evaluations across all facets of multilateral assistance. It plans to be more deliberate and strategic in supporting evaluation capacity development initiatives. As the Bank begins to roll out its next TYS, IDEV will espouse its experience and resources to align its evaluative knowledge to better position the Bank to serve the interests of the people of Africa by placing them at the center of its interventions. 🌱





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STATUS OF IMPLEMENTATION OF IDEV WORK PROGRAM AS AT 31 DECEMBER 2022

Implementation progress of evaluation products from the previous work program period (2019–2021)

Type of evaluation	Work Program Year	Status at 31 December 2022
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Project cluster evaluations

Resource Management in ADF projects	2021	Delivered
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Impact evaluations

Last Mile Connectivity Project – Kenya*	2019	Completed
Public Finance Modernization Support Project – DR Congo	2020	Delivered

Country/Regional evaluations

Mauritania CSPE	2019	Ongoing
Djibouti CSPE	2019	Completed
Uganda CSPE*	2020	Completed
Benin CSPE	2020	Completed

Type of evaluation	Work Program Year	Status at 31 December 2022
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Country/Regional evaluations

Sao Tome CSPE	2021	Ongoing
Equatorial Guinea CSP MTR validation	2021	Delivered
Niger CSP MTR validation	2021	Delivered

Sector/Thematic evaluations

Evaluation of Non-Sovereign Operations	2020	Delivered
Mid-term Evaluation of Bank's Strategy for Jobs for Youth in Africa (2016-2025)	2021	Ongoing
Evaluation of the Bank's support to Renewable Energy (Wind, Solar, Hydro, and Geothermal)	2021	Ongoing
Evaluation of the Transition Support Facility*	2021	Completed

Corporate evaluations

Evaluation of the Bank's Strategy for 2013-2022	2021	Completed
Evaluation of Counterpart Funding	2021	Ongoing
Evaluation of the Bank's COVID-19 Response	2021	Completed

Evaluation syntheses

Inclusive Growth	2020	Delivered
Support for Agriculture and Agribusiness Growth and Productivity	2021	Ongoing

*: Delivered in 2021, presented to CODE in 2022

Note: Completed = presented to CODE and published. Delivered = submitted for Management Response, awaiting CODE presentation or shared with Management, awaiting Board distribution for information.

IDEV 2022 – 2024 Work Program, updated in December 2022

Type of evaluation	Work Program Year	Status at 31 December 2022
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Validations

2021 PCR and XSR validations	2022	Completed
2020-2021 PCR and XSR validation synthesis report	2022	Delivered
2022 PCR and XSR validations	2023	Planned
2023 PCR and XSR validations	2024	Planned
2022-2023 PCR and XSR validation synthesis report	2024	Planned

Project cluster evaluations

Technologies for African Agriculture Transformation (TAAT)	2022	Ongoing
Bank's support to rail and aviation infrastructure in RMCs	2023	Planned
Bank-funded projects supporting RMCs in the area of Climate Change	2024	Planned

Impact evaluations

A health infrastructure project: the Maternal Mortality Reduction Project in Tanzania	2022	Ongoing
A Jobs for Youth Project	2024	Planned

Type of evaluation	Work Program Year	Status at 31 December 2022
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Country/Regional evaluations

eSwatini CSP MTR Validation	2022	Ongoing
Sudan CSPE	2022 (replaced by Tanzania CSP mid-term evaluation)	Postponed to 2023 (if conditions permit)
Kenya CSPE	2022	Ongoing
Liberia CSPE	2022	Ongoing
Namibia CSPE	2023	Planned
Tanzania CSP mid-term evaluation	2023 (started in 2022)	Ongoing
Sierra Leone CSPE	2023	Planned
RISP North mid-term evaluation	2023	Planned
The regional integration framework (2018- 2025)	2024	Planned
Cameroon CSP mid-term evaluation	2024	Planned
Gambia CSPE	2024	Planned
Seychelles CSP completion report validation	2024	Planned

Sector/Thematic

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

Type of evaluation	Work Program Year	Status at 31 December 2022
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Corporate

HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management)	2022	Ongoing
HR Evaluation 2 (Rightsizing/Strategic staffing & Incentive structure)	2022	Ongoing
Bank's Decentralization	2023	Planned
Implementation of the One Bank Approach	2023	Planned
Implementation of GCI-VII commitments	2024	Planned
Bank's external communication	2024	Planned

Comparative studies and evaluation syntheses

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

Management Action Record System (MARS)

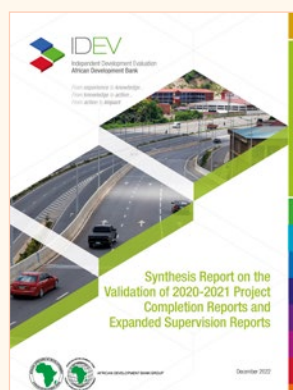
IDEV MARS Report 2022	2022	Ongoing
IDEV MARS Report 2023	2023	Planned
IDEV MARS Report 2024	2024	Planned

SUMMARY OF IDEV EVALUATIONS DELIVERED IN 2022



PCR and XSR Validation Syntheses

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Synthesis Report on the Validation of 2020-2021 Project Completion Reports and Expanded Supervision Reports

What did IDEV validate?

This synthesis report related to the evaluation notes prepared for 126 PCRs and 16 XSRs produced during the period 2020 – 2021. It summarized the (i) key performance of the projects, the Bank and Borrowers, (ii) the quality of PCRs

and XSRs and contributory factors, and (iii) key lessons for improving future project performance and building self-evaluation capacity.

What did IDEV find?

- The overall project performance of sovereign operations was found satisfactory on average, having progressed from a score of 3.04 (out of 4) in 2019 and to 3.15 over the period 2020-2021.
- The performance of the various project stakeholders (Bank, Borrower and Others) remained satisfactory (2.98) and showed no real trend over the 2016–2019 period⁴ and 2020-2021.

- The overall quality of PCRs was satisfactory, with an average score of 2.79, a slight decrease compared with 2019 (2.80), the same as in 2018 and 2016.
- The quality of the main lessons and recommendations in the PCRs was rated satisfactory with an average score of 2.46. Confusion between lessons and recommendations continued to characterize PCRs.
- Overall, the XSR operations were found to result in a positive development outcome, attributable to the quality of the sponsor/management, good front-end work by the Bank in terms of structuring the projects, as well as the inclusion of technical assistance components aiming at improving governance, environmental management or risk management practices by the borrower or Sponsor Company.
- Positive performance was noted across the Bank's Investment Profitability and Additionality, its front-end work quality, and the quality of the XSRs.
- Areas for improvement included design and implementation of project Monitoring and Evaluation (M&E) systems, timeliness of responses to requests and availing counterpart funding, undertaking measures to ensure the sustainability of the project results, and identifying and formulating lessons.

⁴ This contrasts with the upward trend of the project performance. This mismatch could be linked to the influence of other contextual factors.

What lessons did IDEV draw?

Sovereign Operations (SO) preparation, design, and implementation:

- Involving all stakeholders, including beneficiaries, in all steps of the project cycle is critical for ensuring high quality design, and for enhancing ownership and sustainability of project outcomes.
- A failure to account for gender differences during project preparation, design, implementation, and monitoring and evaluation can lead to underlying inequalities and limitations persisting.
- Beyond a robust results framework, the monitoring capacity of countries and the availability of timely and reliable data are of paramount importance to ensure interventions' responsiveness to country needs and their effective delivery and reporting.

Non-Sovereign Operations (NSO):

- The Bank should ensure that its clients understand that they must abide by all their contractual obligations – reporting obligations, as well as meeting credit repayment deadlines.
- Local Currency Financing is better suited to both a wider range of financial intermediaries and small and medium sized enterprises (SMEs) than foreign currency financing.
- Innovation is crucial in the Bank's use of risk management instruments.

Evaluation Task Managers

Khaled Samir Hussein, Principal Evaluation Officer, IDEV.1;
Mabarakissa Diomande, Principal Evaluation Officer, IDEV.1



Project Cluster Evaluations



Cluster Evaluation on the Management of Resources in African Development Fund (ADF)-Funded Projects

What did IDEV evaluate?

IDEV conducted an evaluation of the quality of resource management in projects financed by the African Development Fund (ADF). This project cluster evaluation assessed 10 ADF-funded projects with a total value

of UA 169 million (US\$260 million) from the past two completed cycles of the ADF (ADF-13 and ADF-14), covering the period from 2014 to 2019. The evaluation focused on learning and drawing lessons that will enable the Bank to make informed decisions regarding the management of ADF-funded operations and allow it to respond more proactively to the needs of RMCs.

What did IDEV find?

- Regarding relevance, overall, the project cluster was found to meet the Bank's standards in terms of rationale and justifications, although management of project quality at entry was a challenge.
- In terms of effectiveness, the Bank's project management tools and practices throughout the ADF project cycle were found to be robust and comprehensive. The Bank also had good tools for results-oriented project management and performance measurement, but there were issues with supervision and incentives related to commitments and disbursements. As concerns achievement of the objectives of the selected ADF projects, the levels and quality of the project outputs and outcomes achieved were found to be uneven across the project cluster.

- At entry, cost-effective and cost-efficient measures were considered to improve project development across the project cluster, in line with the Bank's efforts to improve portfolio performance and streamline its processes, but inefficiencies were identified in areas such as timely fulfilment of conditions. At supervision and exit, overall, project cluster management efficiency was found to lag behind the good management practices of development projects, with challenges faced by the evaluation in quantitatively assessing the efficient use of ADF resources, in particular a lack of information to calculate project VfM.
- Managing for sustainability was found to be one of the greatest challenges faced across the project cluster. Although the projects integrated some sustainability aspects in advance during the design phase, their monitoring during the implementation phase was found to be weak.
- **Factors that enhanced and/or undermined the effective management of resources:** Budget and financial management, technical expertise of the implementing team, effective risk management, coordination between stakeholders, communication between all stakeholders, and political commitment.

What lessons did IDEV draw?

Some of the key lessons from the evaluation include:

- Strong stakeholder awareness and engagement throughout the entire process, through effective co-creation, is crucial for successful ADF project management.
- Effective supervision including a risk-based approach that identifies and promptly addresses critical bottlenecks can contribute to ensuring the quality of ADF project implementation.
- Successful project implementation depends on factors such as commitment, capacity, and resources of implementers, the use of qualified and experienced staff, and good coordination.
- The optimal use of economic assessment tools for ADF-funded interventions depends on the availability of rich data to assess VfM at the project level.
- Focusing on the hard and soft technical aspects of project implementation and knowledge generation, dissemination, and utilization, rather than on training and seminars, is more appropriate to support the sustainable development of RBM and VfM projects in Africa.

Evaluation Task Manager

Joseph Mouanda, Chief Evaluation Officer, IDEV.1



Impact Evaluations



Impact evaluation of the Public Finance Modernization Support Project financed by the AfDB in the Democratic Republic of Congo

What did IDEV evaluate?

IDEV conducted an evaluation of the Public Finance Modernization Support Project (PAM-FP) in the Democratic Republic of Congo (DRC). This project, financed through a USD 15 million grant from the African Development Fund (ADF), was implemented over

the 2012–2017 period. The evaluation sought to provide credible evidence-based estimates of the impact of institutional support on public finance management and resource mobilization; useful lessons; and potential areas of improvement, to inform the design and implementation of new projects under the **Bank Group's Strategy for Economic Governance in Africa** (SEGA, 2021–2025).

What did IDEV find?

- The evaluation found that the beneficiary provinces experienced an increase in domestic resource mobilization by 10% per year on average.
- Better efficiency in public expenditure management was noted by economic agents in treated provinces who reported greater access to waste disposal services, good roads, electricity connection, and drinking water than those in untreated provinces.
- The project contributed to improved working conditions for the tax administration agents and officers, and decentralized tax agencies in the treated provinces.
- The evaluation found that users' satisfaction with tax collection methods has improved; they also had a lower sense of unfairness and

were less likely to face corruption in the tax administration in treated than in untreated provinces.

- An issue of concern was the project's sustainability, since there were no financial mechanisms to ensure its institutional and technical sustainability, and the buildings, materials and equipment provided would degrade over time.

What lessons did IDEV draw?

- Institutional support for public finance modernization, by filling the gaps in the tax administration's infrastructure, processes, and quality human resources, contributes to the improvement of domestic resource mobilization.
- A strategy for managing properly trained human resources is essential to the sustainability of institutional support project outcomes.
- The absence of an equipment maintenance mechanism undermines the sustainability of infrastructure, transport equipment, and IT systems.
- Donor coordination enhances support to countries.

What did IDEV recommend?

- Strengthen institutional support projects in the governance sector to ensure the long-term sustainability of outcomes.
- Improve the results-based management of development outcomes to facilitate implementation, monitoring, and evaluation of outcomes.
- Strengthen the ongoing policy dialogue with other Technical and Financial Partner on governance issues.

What did Management respond?

Management welcomed all the findings, lessons, conclusions and recommendations of the evaluation. It undertook, starting from the first quarter of 2023, to start taking the recommendations into consideration in the design and implementation of similar projects and programs.

Evaluation Task Manager

Eric Nazindigouba Kéré, Senior Evaluation Officer, IDEV.2



Country Strategy and Program Evaluations

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Benin: Evaluation of the AfDB's Country Strategy and Program (2012–2021)

What did IDEV evaluate?

IDEV evaluated the AfDB's Country Strategy and Program in Benin over the period 2012–2021. During this period, the Bank financed 31 projects worth USD 980 million in the infrastructure, agriculture, and governance sectors. The main purpose of this evaluation was to

report on the Bank's interventions in Benin and their contributions to national development results, and to draw lessons and recommendations to inform and improve the design of the Bank's next assistance strategy in Benin (2022–2026).

Agriculture and governance operations were also found satisfactory on effectiveness.

- Although cost-benefit analysis was deemed satisfactory, the efficiency of AfDB's operations was considered partly unsatisfactory due to project implementation delays.
- Sustainability was satisfactory for the water & sanitation and governance sectors, unsatisfactory for the transport sector, and partly unsatisfactory for the energy and agricultural sectors.
- The evaluation pointed to a lack of gender mainstreaming in interventions in Benin, although inclusiveness was accommodated in the agriculture pillar.

What did IDEV find?

- The Bank's interventions in the various sectors of activity were aligned with the policies, strategies, priorities, and key needs of the Government and the beneficiaries.
- The relevance of the Bank's strategies and programs was deemed satisfactory, and was the coherence of its portfolio of activities.
- In terms of strengthening infrastructure in Benin, the effectiveness of transport and water & sanitation sector operations was considered satisfactory, but that of energy sector operations partly unsatisfactory.

What lessons did IDEV draw?

- The Bank's ability to adapt to changes in strategic direction, vulnerability situations, and climate and health shocks, has enabled it to meet the country's needs effectively.
- Structured and well-sequenced approaches can contribute significantly to the country's regional integration.
- A better understanding of the private sector and especially its structural problems, together with targeted policy dialogue, facilitates the implementation of private sector projects.

- Long and persistent delays lead to neglect of institution building activities.
- The deployment of sector experts to the Country Office promotes policy dialogue, coordination with other technical and financial partners operating in the country, and the achievement of Bank strategy and program outcomes.

What did IDEV recommend?

- Improve the sustainability of the outcomes of Bank operations.
- Strengthen development results-based management.
- Improve the quality at entry of operations.
- Strengthen the Bank's capacity to engage in permanent policy dialogue.
- Strengthen support for private sector development and public-private partnerships.

What did Management respond?

Management welcomed the findings, lessons, conclusions, and five main recommendations of the evaluation, which were consistent with the findings of project monitoring and supervision missions and portfolio performance reviews. The recommendations of the evaluation informed the design of the new country strategy for the period 2022–2026 and guide the implementation of current operations and the design of future operations.

Evaluation Task Manager

[Eric Nazindigouba Kéré, Senior Evaluation Officer, IDEV.2](#)



Djibouti: Evaluation of the AfDB's Country Strategy and Program (2011-2020)

What did IDEV evaluate?

IDEV evaluated the Bank's Country Strategies and Programs in Djibouti for the period 2011–2020. During this period, the Bank approved 22 operations worth USD 143.11 million in multi-sector, agriculture, energy, social, water and sanitation, and

transport. The purpose of the evaluation was to help Bank Management to: (i) report to stakeholders on the results achieved with the resources made available; and (ii) improve its development effectiveness through lessons learned, including to guide the preparation and implementation of Djibouti's next CSP 2023–2027.

What did IDEV find?

- The relevance of the Bank's strategies to the country's needs and strategic development framework was found highly satisfactory.

- Internal and external coherence of the Bank's activities was also assessed as satisfactory.
- The effectiveness of Bank strategies and programs was found partly unsatisfactory, as results targeted at the national, pillar and operational levels were not achieved.
- The efficiency of the Bank's projects was found partly unsatisfactory due to frequent and long implementation delays, although the collection of monitoring and evaluation data was found satisfactory.
- The sustainability of the Bank's operations was deemed satisfactory, although shortcomings were found in cost recovery mechanisms, implementation of environmental and social safeguards measures, and management of their information system. The Bank helped beneficiaries to take ownership of the operations by building their capacities through training and the development of tools.
- The mainstreaming of cross-cutting issues into Bank operations was found partly unsatisfactory, as only adapting to climate change was included as an explicit objective.

What lessons did IDEV draw?

- The choice between providing direct or indirect support for private sector development, economic diversification and job creation must consider the national context.
- The successful implementation of a plethora of disparate operations does not necessarily guarantee the achievement of national and CSP pillar objectives.
- The existence of an aid coordination framework provides an opportunity to create synergies and streamline assistance.
- Regular supervision is essential for the successful implementation of operations.

What did IDEV recommend?

- Set realistic (strategic and operational) objectives that consider the resources available for Bank assistance as well as national constraints to the implementation of operations.
- Improve the mainstreaming of cross-cutting issues in project implementation beyond procedural compliance, particularly youth employment and private sector development.

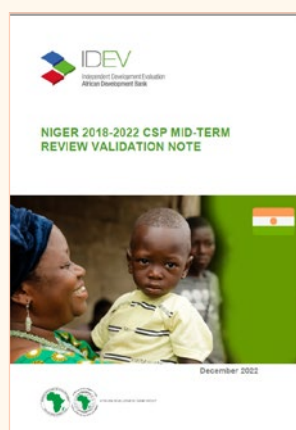
- Strengthen the results chain between each operation and the CSP pillars and strategic objectives to which it contributes to achieve the outcomes agreed upon at the pillar and country levels.
- Increase the effectiveness and efficiency of the Bank operations by strengthening portfolio review.
- Enable the Bank to report accurately and exhaustively on the development results achieved by strengthening the project monitoring and evaluation system.

What did Management respond?

Management welcomed the results of IDEV's evaluation. The evaluation came at a time when the Bank was preparing its CSP for Djibouti for the period 2023-2027. Management noted the evaluation's observations and agreed with the recommendations made.

Evaluation Task Manager

Debazou Y. Yantio, Principal Evaluation Officer, IDEV.2



Niger: Validation of the Mid-Term Review of the Country Strategy Paper 2018-2022

What did IDEV validate?

IDEV validated the Mid-Term Review (MTR) of the Bank's CSP for Niger 2018-2022 by examining (i) the extent to which the mid-term objectives set at CSP approval have been achieved, (ii) the extent to which the MTR complied with the Bank's reporting requirements, and (iii) how far the program's mid-term outcomes were evidence-based. This was aimed at providing an independent review of the country team's MTR of the CSP 2018-2022 and improving the quality of future reviews and at the completion of the CSP.

At the time of preparation of the MTR (March 2022), the Bank's portfolio comprised of 13 active projects worth a total of USD 620 million.

What did IDEV find?

- The quality of the MTR report was found satisfactory, as it was of good quality and evidence-based.
- The validation confirmed that the CSP 2018-2022 was aligned with Niger's development priorities as defined in its Economic and Social Development Plan, and coherent with the Bank's strategies and flagship initiatives. It however noted flaws in the CSP results framework at multiple levels.
- The validation agreed with the MTR's assessment of the level of achievement of mid-term results as globally satisfactory, although lower than expected.
- In terms of efficiency, the validation noted that the implementation of the Bank's country program in Niger has experienced delays due to various factors, including the fragile security situation, the COVID-19

pandemic and unfavorable climatic conditions in some areas. It confirmed the overall performance rating of the Bank's portfolio in Niger as mostly satisfactory, while noting as factors contributing to delays: difficulties in project start-up, first disbursement and slow disbursements; quality at entry and project design; implementation, procurement, financial management.

- The validation found that the Bank undertook non-lending operations and capacity building activities to strengthen the sustainability of its operations, but that the Bank portfolio in Niger still faces challenges that could undermine the sustainability of operations.
- The validation noted the need for a real policy dialogue strategy to build on the knowledge generated by the Bank through analytical work, and to conduct preparatory studies for projects.

What lessons did IDEV draw?

The validation considered the following MTR lessons as still relevant, calling for reformulation of a few:

- Maintaining the CSP's two strategic pillars for the 2021-2022 remaining period is sensible as the global challenges identified during the mid-term review remain virtually the same as those identified at the time of preparation of the CSP in 2018.
- As noted in the MTR, several factors such as the security situation and the

COVID-19 pandemic affected the implementation of the CSP in Niger. In such a context, it is important to rapidly agree on necessary operational adjustments at the level of projects to tackle these challenges and thus ensure an effective implementation.

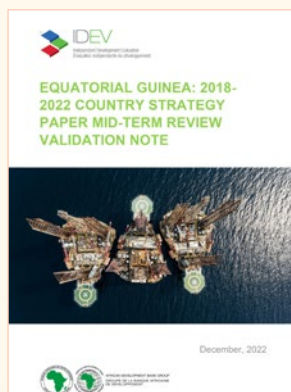
- The implementation of projects under the current CSP was fraught with problems related to preparation, implementation management, monitoring of activities, etc. In such a context, strengthening dialogue with the authorities is essential to anticipate and solve recurrent project implementation problems.

Additional Lessons from the Validation

- The design of the CSP must be sufficiently robust to ensure adequate monitoring of its implementation and expected outcomes.
- Identifying risks at the level of the results framework makes it possible to manage them more effectively and to roll out timely mitigation measures.
- The Bank could design a specific program on results-based management and public policy evaluation, as well as support Niger's monitoring and evaluation network, and involve civil society in the design and management of programs.

Evaluation Task Manager

[Latéfa Conè Camara, Evaluation Officer, IDEV.1](#)



Equatorial Guinea: Validation of the Mid-Term Review of the Country Strategy Paper

What did IDEV validate?

IDEV validated the Mid-term Review (MTR) of Equatorial Guinea's Country Strategy Paper (CSP 2018-2022). This validation was aimed at providing an independent opinion on the assessments made by the MTR, contributing to the preparation of the CSP completion report, and

assisting the Bank's management in making decisions on future choices and directions under the country's new CSP. The validation covered the Bank's portfolio approved between 2018 and 2022 for a total of UA 68.3 million.

What did IDEV find?

- Overall, the quality of the MTR was found satisfactory as it comprehensively shared the implementation status of projects and the measures planned to ensure their success.
- The validation confirmed that the Bank's 2018-2022 CSP targeted the essential development needs of Equatorial Guinea as set out in its National Economic and Social Development Plan and that it was consistent with the Bank's intervention strategies and programs as well as those of other development partners, particularly in the governance and agricultural sectors.

- In terms of effectiveness, the validation found a low level of achievement of expected outputs and outcomes during the first half of the CSP, as only two of the six operations programmed between 2019 and 2021 were approved.
- In terms of efficiency, the validation found project implementation delays and a low disbursement rates. Delayed implementation was attributed to institutional, procedural and also health-related (COVID-19) challenges.
- The validation found that although sustainability had been factored into ongoing projects from inception, it was only very briefly mentioned in the MTR and only in its environmental aspect. It also noted that the weak capacity of the country's public administration was likely to undermine ownership of projects by beneficiaries.
- A portfolio risk matrix was included in the MTR Report, however, the report missed out on the detailed performance Theory of change (ToC) which would have highlighted the indicators in the results framework with causal links between activities, outputs, outcomes and expected impacts.

What lessons did IDEV draw?

The validation confirmed the main lessons drawn by the MTR, namely: (i) set up a liaison office; (ii) strengthen analytical capacity on the deteriorating economic situation (debt management) and the health crisis; (iii) focus on

analytical studies to improve quality at project entry and better prepare the new CSP; (iv) support the private sector; and (iv) give preference to co-financing. It also identified additional lessons as follows:

- To avoid possible delays in project implementation, it could be helpful to draw up an exhaustive list of corrective measures to accelerate the execution of projects that are behind schedule, to which a matrix of actions to be undertaken will be annexed.
- Organizing on-site training clinics on Bank procedures for Project Implementation Unit (PIU) staff before project start-up can help to reduce start-up challenges and implementation delays in the country, thus ensuring better development results.
- Incorporating performance indicators in the results framework when preparing the CSP Mid-term Review reports based on the ToC can ensure better monitoring and evaluation of development objectives.

Evaluation Task Manager

Bilal Bagayoko, Evaluation Officer, IDEV.2



Sector Evaluations



Evaluation of the AfDB's Implementation of its Non-Sovereign Operations (2014-2020)

What did IDEV evaluate?

IDEV evaluated the Bank's implementation of its Non-Sovereign Operations (NSOs) over the 2014-2020 period, during which it approved a total of 194 non-sovereign transactions valued at UA 8.6 billion (USD 11.5 billion) in debt and

equity. The evaluation assessed the relevance of the AfDB's institutional arrangements for NSOs and its effectiveness and efficiency in delivering on its NSO agenda. This evaluation followed on from IDEV's 2020 **Evaluation of the AfDB's Private Sector Development Strategy 2013-2019**, and served to inform the Implementation Plan of the new Bank Private Sector Development Strategy for the 2021-2025 period.

What did IDEV find?

- I The evaluation found that the Bank's current institutional arrangements for supporting NSOs are relevant to enable successful design and implementation of operations and portfolio management, and that they have the potential to facilitate public-private coordination. However, staffing levels (numbers of staff and skills mix) were not found to be aligned with the portfolio size and sector composition.
- I The Bank's effectiveness in delivering its NSO agenda was found mixed. Although the Bank's NSOs were found to have generally achieved their intended Development Objectives, the institution was deemed less effective in managing its NSO portfolio, and the NSO and private-sector related knowledge it generated.

- I The evaluation found it premature to make a definitive judgement on the efficiency of the Bank's NSO operational processes and coordination mechanisms, as multiple initiatives are underway to improve delivery.

What lessons did IDEV draw?

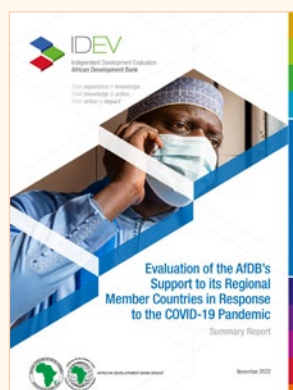
- I Assessing and strengthening clients' capacity to implement M&E systems, as well as Environmental and Social Standards and governance rules, can contribute strongly to the successful performance of AfDB NSOs.
- I Expanding the Bank's role and contribution beyond financial additionality to also assess and advise on clients' managerial capacity, when necessary, can enhance the chances of success.
- I Close collaboration between Sector Complexes at AfDB HQ and Business Delivery Units in the regions contributes to strategic input and resource alignment.
- I Coordination and optimal communication channels between project teams and the Special Operations Unit are key to swiftly addressing problematic projects.
- I Committees such as the Technical Investment Committee and Equity Deal-flow Clearance Committee can enhance SO-NSO coordination at various phases of projects, and thereby contribute to success.

Evaluation Task Manager

Boubacar Ly, Senior Evaluation Officer, IDEV.1



Corporate Evaluations



Evaluation of the AfDB's support to its Regional Member Countries in Response to the COVID-19 Pandemic

What did IDEV evaluate?

The evaluation covered all the Bank's lending and non-lending activities, processes and procedures that were part of its support package to RMCs in response to COVID-19. The evaluation assessed the design, implementation, and results of the Bank's COVID-19

response, and drew key lessons and recommendations that can strengthen future responses to comparable shocks and crises.

What did IDEV find?

- The evaluation found that the Bank's system, like that of other MDBs, was not well prepared to respond to the unprecedented scale, scope, and complexity of the COVID-19 crisis. Nevertheless, the crisis response operations were found to be well designed, and aligned with the Bank's corporate strategy and the RMCs' priorities, although health sector support was not a strategic priority for the Bank.
- The Bank's resource mobilization and transfer to RMCs and other entities fell far short of its proposed strategy and ambitious plan. It also adopted a short term and static approach and did not address the needs of post-pandemic recovery within the response framework.
- The Bank's COVID-19 response objectives were found to be in line with the ascribed response plans of the countries and conducted in consultation with other development partners.
- The effectiveness of the Bank's response was found to be mixed, with strong performance on the health and social support components, but economic support being less successful.
- Streamlining of procedures and processes was found to be applied

efficiently and shortened the approval process, which improved the operations management.

- Monitoring and reporting by the recipient RMCs were delayed owing to capacity constraints, the lockdown measures and lack of dedicated resources for implementing the monitoring framework.

What lessons did IDEV draw?

- Responding with a single quick-disbursing short-term instrument may be relevant but is not sufficient in the context of a crisis whose evolution is uncertain.
- In a context of crisis response, the Bank's "delivering as One" model makes it possible to improve its operational efficiency to respond quickly to the urgent needs of RMCs.
- Country ownership and government leadership are necessary conditions to ensure coherence and strong coordination among development partners.
- In a crisis where the Bank lacks comparative advantage, such as in the area of health service delivery, it can effectively intervene via collaboration with specialized agencies such as the Centers for Disease Control and the WHO.
- The monitoring capacity of RMCs and the availability of timely and reliable data are of paramount importance to ensure the interventions' responsiveness to country needs and their effective delivery and reporting.

What did IDEV recommend?

- Capitalize on the lessons and experience from previous crises to improve the Bank's institutional preparedness for crises.

- Improve the design and implementation of the Bank response to future crises.
- Enhance the Bank's results monitoring, reporting and learning throughout the response cycle by including fast-tracked Technical Assistance and pursuing continued collaboration with other development partners.

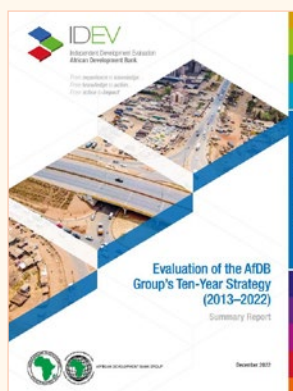
What did Management respond?

Management welcomed IDEV's evaluation of the Bank's Support to its RMCs within the framework of the COVID-19 Response Facility and other

initiatives. The initial evaluation findings were found extremely useful and guided the 2022 African Emergency Food Production Facility (AEFPF) both in terms of approach, realism, and processing guidelines. Management agreed with IDEV recommendations and noted that lessons will support efficient and effective responses to future crises.

Evaluation Co-Task Managers

Clément Banse, Chief Evaluation Officer; Khaled Samir Hussein, Principal Evaluation Officer, IDEV.1



Evaluation of the AfDB Group's Ten-Year Strategy, 2013 - 2022

What did IDEV evaluate?

IDEV evaluated the Bank's Ten-Year Strategy (TYS) for the period 2013–2022, which was designed to position the Bank at the center of Africa's transformation and to contribute to improving the quality of Africa's growth. The evaluation assessed the relevance, coherence, effectiveness,

and efficiency of the TYS. It also provided lessons and recommendations to inform the next TYS for 2023–2032.

What did IDEV find?

- Overall, the relevance of the TYS was rated as satisfactory. The scope of the TYS, its core operational priorities and areas of special emphasis were broad enough to address the heterogeneous needs of African countries. The broad approach has however led to challenges with selectivity, resulting in the Bank spreading its commitments widely.
- The TYS was found to demonstrate a satisfactory level of coherence. It was coherent with external strategies such as the UN Sustainable Development Goals and the African Union Agenda 2063. Internal coherence was initially strong, but after the High 5s were introduced, the TYS was gradually replaced as a point of reference for other Bank strategies by the High 5s. The Bank also did not yet rationalize the

structure of the many operational policies and strategies to support the implementation of the TYS.

- The effectiveness of the TYS as a programming framework for the Bank was found to be partly unsatisfactory. The Country and Regional Integration Strategy Papers approved between 2013 and 2015 were well aligned to the TYS, while strategies approved after 2016 tended to be more aligned to the High 5s. The performance and quality of the Bank's delivery over the TYS period was found mixed: positive and improving at the project level, but mixed at the country, sector and thematic level, and at the level of the High 5s, only about half of the indicators are achieving their targets.
- The implementation of the TYS was generally found to be efficient. The Bank's decentralization efforts to move closer to clients to enhance delivery made progress during the TYS period, although less than expected. Key areas of concern were identified relating to the limited scope and breadth of reforms, the level of staff engagement, development and productivity, and the mechanisms used to operationalize, monitor, and report on the implementation of the TYS.

What lessons did IDEV draw?

- The introduction of new or additional operational priorities while implementing a long-term strategy without establishing clear relationships among the different elements can lead to confusion, disruption, and misalignment between the two.

- An explicit theory of change explaining the causal chain underpinning the various elements of a long-term strategy is a highly useful tool that helps to avoid logical gaps and confusion.
- The full alignment of a Results Measurement Framework with a long-term strategy strengthens results measurement.
- Matching the classification of projects to the operational priorities of a long-term strategy is essential for assessing and steering the alignment and performance of the portfolio.
- Rationalizing the suite of policies and strategies that implement a long-term strategy can enhance clarity and efficiency.

What did IDEV recommend?

The evaluation recommended that the Bank's new long-term Strategy should:

- Ensure a robust design incorporating a balanced approach, sound design, and a mechanism to review the Strategy in response to changes in context, vision, new Senior Management, or as necessary, to ensure its continued relevance and coherence over the period.

- Improve its effectiveness by ensuring that the Bank aligns its operations with the priorities laid out in the Strategy.
- Strengthen monitoring, evaluation, and reporting by improving institutional mechanisms and coordination.

What did Management respond?

Management welcomed IDEV's evaluation, whose analysis, lessons and recommendations came at an opportune time when work was underway to elaborate a successor strategy. It indicated that the findings will inform the new Ten-Year Strategy (TYS.2.0) for the period 2023–2032.

Evaluation Task Managers

Mirianaud Oswald Agbadome, Principal Evaluation Officer, IDEV.2;
Mohammed Jalaludeen Issahag, Principal Evaluation Officer, IDEV.1



Evaluation Syntheses



Promoting Inclusive Growth: An Evaluation Synthesis

What did IDEV evaluate?

IDEV conducted an evaluation synthesis on promoting inclusive growth to capture the experiences of the AfDB, multilateral and bilateral development institutions, and other partners in implementing inclusive growth interventions⁵ over the past decade. The synthesis reviewed 67

studies to bring together findings on the relevance, effectiveness, efficiency and sustainability of these interventions.

What did IDEV find?

- Despite development institutions' common commitment to addressing poverty and inequality, there is still no consistent definition of inclusive growth.

⁵ Interventions assessed included: (i) agricultural development; (ii) financial inclusion; (iii) economic infrastructure (road transport, energy, and irrigation); (iv) private sector/small and medium enterprise (SME) development; (v) social services; (vi) education and skills development; (vii) social protection; (viii) governance; and (ix) women and youth empowerment.

- | Sectoral inclusive growth interventions were found to be relevant and aligned to national government policies and priorities, and to international commitments, but suffered from weak targeting of poor and marginalized populations, thus limiting the likelihood of their impact.
- | The various types of inclusive growth interventions assessed were found more effective at delivering immediate outputs and outcomes than demonstrating impacts on poor, excluded, and other marginalized groups, including women and youth. But the synthesis identified cross-cutting enablers to effectiveness, including multi-sectoral and/or complementary interventions, effective targeting of relevant population groups, engaging beneficiaries in program design and implementation, and private sector engagement.
- | Differences in assessment approaches and criteria across the interventions and/or organizations studied made it difficult to establish and draw conclusions regarding efficiency. However, the synthesis observed commonalities in efficiency drivers, including the complexity of program/project design; time delays and cost over-runs across economic infrastructure activities; potential ICT solutions; coordination and collaboration across project components, organizations and other development agencies; and weaknesses in monitoring and evaluation of programs and projects.
- | The synthesis found a mixed record on institutional sustainability. Programs that included strong community engagement were more likely to have sustainable outcomes. Weak financial sustainability was found prevalent across all intervention types, as individuals, organizations, and

government institutions lacked sufficient capacity to mobilize financial resources. The effect of private sector engagement on the likelihood of sustainability was found to vary across interventions.

What lessons did IDEV draw?

Some of the key lessons from the evaluation synthesis included:

- | Intentionally targeting populations that are excluded from participating in or benefiting from growth processes is crucial to achieving inclusive growth outcomes.
- | Evidence-based program designs and measurement systems that specifically address outcomes for underserved and marginalized groups can increase interventions' inclusive growth impacts.
- | Political support and institutional capacity are prerequisites for initiating and sustaining reform programs for inclusive growth.
- | Developing and/or amplifying the use of alternative financial products for poor and underserved groups can increase access to social and economic opportunities.
- | To promote inclusive growth through private sector engagement, it is essential to balance profitability goals with targeting the underserved.

Evaluation Task Manager

May Esther Mwaka, Principal Evaluation Officer, IDEV.2

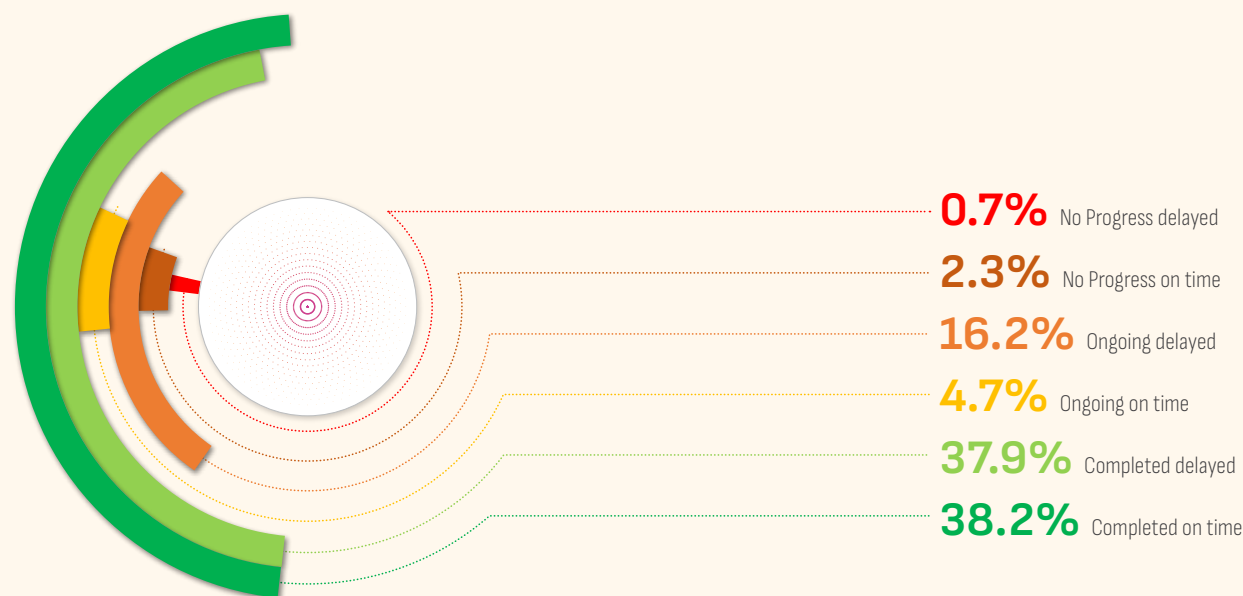
IMPLEMENTATION OF MANAGEMENT ACTIONS IN RESPONSE TO IDEV RECOMMENDATIONS

After an evaluation is presented to CODE accompanied by its Management Response, IDEV uploads the evaluation together with its individual recommendations into the Management Actions 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 2022, 64 evaluations, 254 recommendations and 704 actions were active⁶ in the MARS. The graph below shows that 76.1% of the actions have been completed, while 20.9% were ongoing. Delays to implementation, both in the completed as well as the ongoing actions, remain a challenge.

Status of Management Actions Implementation as at 31 December 2022



⁶ IDEV and Management regularly review the actions and recommendations in the MARS and retire those which have been fully implemented, have been overtaken by events or have become redundant. Following IDEV's 2021 MARS Report, 35 recommendations and 116 corresponding actions were retired. In its 2022 MARS report, IDEV proposed to retire 39 recommendations (with 94 related actions) from 17 evaluations.

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

	2018			2019			2020			2021			2022			Evaluations 2018-2022
Evaluation Type	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	
Corporate & Process	-	-	-	3	45	57	2	11	22	5	20	51	1	3	8	11
CSPE	4	23	83	2	10	25	2	9	18	3	13	45	3	13	26	14
RISPE	1	7	26	-	-	-	-	-	-	-	-	-	-	-	-	1
Impact	-	-	-	-	-	-	2	6	14	-	-	-	1	3	5	3
Sector	-	-	-	-	-	-	3	15	31	-	-	-	-	-	-	3
Thematic	3	16	49	1	8	8	2	8	25	3	11	21	2	7	11	11
PCR and XSR Validations	-	-	-	1	3	14	-	-	-	1	4	8	-	-	-	2
Other (MARS 2019 Assessment Report)	-	-	-	-	-	-	1	3	3	-	-	-	-	-	-	1

Sources: Data from the MARS

Note:

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

CAPACITY DEVELOPMENT, KNOWLEDGE SHARING AND LEARNING

55



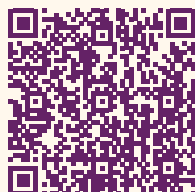
Strengthening the evaluation capacities of the General State Inspection staff in Côte d'Ivoire

The Ivorian Evaluation Initiative (Initiative Ivoirienne pour l'Evaluation, 2IEval) organized from 2-4 February 2022, in Abidjan, Côte d'Ivoire, a training workshop on the evaluation of public policies for staff of the General Inspection of Côte d'Ivoire. The meeting, which drew over 30 participants from the Inspectorate General of the State (IGE) and the Inspectorate General of the Ministries (IGM) of Côte d'Ivoire, aimed to strengthen their capacity in monitoring & evaluation for better coordination of government action. IDEV presented its process for preparing evaluation reports and the key steps in the communication and dissemination of its evaluations results that fit the knowledge needs of stakeholders.



Strengthening the skills of evaluation leaders

The International Organization for Cooperation in Evaluation (IOCE) and EvalPartners, supported by IDEV and other partners, organized on 7 March 2022 the kick-off of a leadership Bootcamp for Voluntary Organizations for Professional Evaluation (VOPEs) from around the globe. A total of 60 participants from 31 VOPEs across 5 continents were selected to receive a six-week intensive online training program in English, French and Spanish, which strengthened VOPEs' institutional capacities by providing their leaders with strategic, organizational, and results-oriented skills.



APNODE participates in CLEAR-FA webinar on decision-making based on evaluation results in the context of political competition and instability

The APNODE Vice-Chairperson, alongside 5 other distinguished panelists, participated in a webinar hosted virtually on 6 April 2022 by CLEAR-FA on the theme: "Decision-making based on evaluation results in the context of political competition and instability". This event, which attracted over 160 participants, sought to provide a framework for exchanging and sharing experiences and to keep the know-how and skills of evaluation professionals and practitioners on the link between evaluation results and electoral processes, particularly their impact on election outcomes, current. The APNODE Vice-Chairperson stressed that if governments and Members of Parliament are to work in synergy, it is crucial that trust is restored, and that evidence is used in the development of public policies and their submission to the National Assembly for voting on.



IDEV participates in EvalLab 2022, a Francophone training event

The 2nd edition of EvalLab, themed “Evaluation in a Changing World”, hosted by 2IEval in collaboration with the Ministry of Planning and Development of Côte d’Ivoire and UNICEF, was held on 11 – 13 April 2022 in hybrid mode, in Abidjan, Côte d’Ivoire, and virtually. The 3-day training, attended by 35 evaluation stakeholders from Francophone Africa, comprised 13 workshops that covered the latest evaluation methodologies and criteria, the opportunities and challenges of big data in evaluation, and the role of evaluation in achieving the SDGs. IDEV presented a session on Meta-Evaluation and another on a case study pertaining to country strategy and program evaluations. Attendees were able to learn more about the evaluation process, constraints and expectations.



IDEV young evaluators share their career path

In the context of the gLOCAL Evaluation Week, IDEV organized a learning event on 31 May 2022 to share its experience on “Building a career in evaluation during uncertain times”. During this event, IDEV’s young evaluators reflected on their experiences and shared with the audience the skills, knowledge, and aptitudes needed to build a successful career in evaluation and the challenges they faced while pursuing their career path during the difficult period of the COVID-19 pandemic.



Parliamentarians discuss the use of evaluative evidence to improve governance and development

In the framework of the 2022 gLOCAL Evaluation Week, APNODE held a webinar on 1 June 2022 titled “From COVID-19 to SDGs: Leveraging the use of evidence to improve governance and socio-economic development.” The webinar, supported by USAID-TSUE (Tools to Strengthen the Use of Evidence in Policies and Legislation in Africa), an initiative of the United States Agency for International Development, discussed the role of parliamentarians and Parliament as an institution responsible for maintaining good governance in times of crisis. Parliamentarians discussed the readjustment of public policies to create more resilient African economies and gave concrete cases of situations that put them against the executive and how to use evidence as a lever for political decision-making.



The evolution of IDEV's evaluation practice and its use for post-pandemic recovery

On 2 June 2022, as part of the gLOCAL Evaluation Week events, IDEV hosted a virtual roundtable discussion themed “The evolution of evaluation practices, and their application for better development effectiveness.” Discussants focused on how evaluation methods and approaches have evolved within IDEV since the outbreak of the COVID-19 pandemic and how they can inform the Bank’s “building back better” agenda. The IDEV Evaluator General concluded that effective management of evaluative knowledge and the shift of IDEV’s focus towards evaluations of project clusters and leveraging the myriad of existing knowledge from IDEV’s long history could greatly contribute to the post-pandemic recovery by steering the Bank towards best practices for the future.



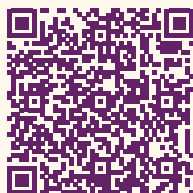
Sharing knowledge with peers: Innovations in impact evaluations

Hosted by IDEV, this virtual knowledge sharing on 8 June 2022, ahead of the Evaluation Cooperation Group (ECG) meeting of the Heads of Evaluation of the independent evaluation offices of IFIs, aimed at sharing IDEV’s experience in using robust design methodology to measure the impact of the Last Mile Connectivity Project (LMCP) Phase 1 in Kenya and to present the overall findings as well as those that contradicted the expected outcomes and impact. The event concluded that the evidence to understand what has worked and what has not would certainly be useful to inform future electricity access projects of the Bank.



The AfDB strengthens national capacities in five Portuguese speaking countries

The AfDB organized a virtual institutional capacity-building workshop on project monitoring and evaluation for its five Portuguese-speaking member countries on 21–23 June 2022. The workshop aimed to improve participants’ awareness and capacity in planning and measuring project results, quality assurance and reporting tools, and integrating lessons learned from completed projects into these five countries. IDEV presented the findings and lessons from the review of Project Completion Reports, gave an overview of the recent evaluations conducted in Portuguese-speaking countries, and also took the opportunity to give a practical briefing on how to use the Bank’s Evaluation Results Database (EVRD).



How can the AfDB improve engagement with Civil Society Organizations?

As part of the learning from evaluations initiative, this webinar co-organized by IDEV and the Bank's Gender, Women and Civil Society Department on 18 July 2022 discussed the key findings, lessons, and recommendations of IDEV's evaluation of the Bank's civil society engagement over a seven-year period from 2012 to 2019. The various presentations made by IDEV, the Civil Society Department and the West Africa Civil Society Institute (WASCI) aimed at enlightening the audience about the approaches and practices for engagement with civil society by the Bank and the need to formalize partnerships with key Civil Society Organizations.



The 7th APNODE Annual General Meeting discusses “Effective Parliamentary Public Engagement for Inclusive Development”

Hosted by the House of Councilors of the Kingdom of Morocco, the 7th APNODE Annual General Meeting (AGM) took place in Rabat on 1-3 August 2022 and attracted 80 delegates from 14 countries as well as APNODE strategic partners represented at the highest levels. The AGM comprised three High level Panels, themed '8 Years to Realize the SDGs: Re-imaging African Parliaments' Strategic Imperatives', 'Institutionalizing Evaluation as a Governance Tool: What Role Must Parliaments Play to Realize this Goal?' and 'Rethinking Parliamentary Engagement & Action in Response to Crises'. The event was preceded by pre-AGM activities on the 1st of August, notably a training session on the topic of 'Using Evidence in Policy & Practice: Lessons from Africa', an induction session for the new APNODE members, and the Executive Committee was introduced to attendees.



IDEV attends AfDB Open Day for Civil Society in Benin

The AfDB through its office in Benin, with the support of the Bank's Civil Society and Community Engagement Division, hosted an open day for civil society organizations on 13 December 2022 in Parakou, Benin which drew over 80 organizations. During this activity, in line with one of IDEV's recommendations from its evaluation of the Bank's civil society engagement, IDEV presented its Evaluation of the Bank's country strategies and programs in Benin over the period 2012 to 2021. Participants concluded that the role of civil society organizations is important in the management of the Bank's project cycle and their engagement can ensure improving the living conditions of the populations.





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