

IDEV

Independent Development Evaluation  
African Development Bank

2023

# ANNUAL REPORT

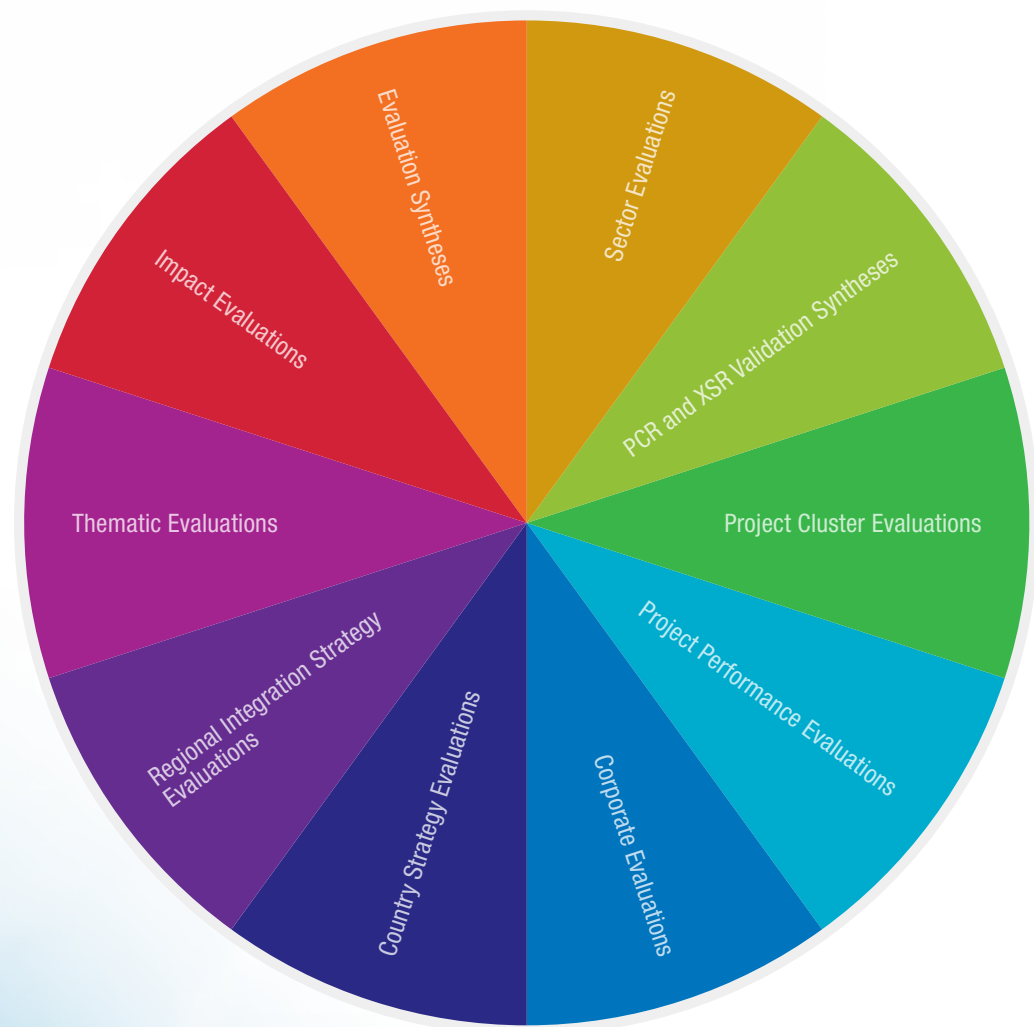
**Leveraging evaluative  
knowledge for  
greater development  
effectiveness**



AFRICAN DEVELOPMENT BANK GROUP



IDEV conducts different types of evaluations to achieve its strategic objectives



2023

# ANNUAL REPORT

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greater development  
effectiveness**



AFRICAN DEVELOPMENT BANK GROUP





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About IDEV

Independent Development Evaluation (IDEV) is an independent and impartial unit dedicated to enhancing the development effectiveness of the African Development Bank (AfDB or “the Bank”) 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:

- I 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.
- I To contribute to enhanced learning helping to improve current and future policies, strategies, projects, and processes.
- I 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 and Abbreviations

ADF	African Development Fund
AEO	African Economic Outlook
AFD	Agence Française de Développement
AfDB	African Development Bank Group
APNODE	African Parliamentarians' Network on Development Evaluation
CGIAR	Consultative Group on International Agricultural Research
CLEAR-AA/FA	Center for Learning on Evaluation and Results - Anglophone Africa/ Francophone Africa
CODE	Committee on Operations and Development Effectiveness
CSP	Country Strategy Paper
CSPE	Country Strategy and Program Evaluation
ECG	Evaluation Cooperation Group
EIB	European Investment Bank
ESW	Economic and Sector Work
IDEV	Independent Development Evaluation
IFAD	International Fund for Agricultural Development
JICA	Japan International Cooperation Agency
MARS	Management Action Record System
MDB	Multilateral Development Bank
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
PCR	Project Completion Report
PFM	Public Financial Management
RMC	Regional Member Country
SDG	Sustainable Development Goal
SMMRP	Support to Maternal Mortality Reduction Project
TAAT	Technologies for African Agricultural Transformation
TYS	Ten-Year Strategy
WAEMU	West African Economic and Monetary Union
XSR	Expanded Supervision Report

Message  
from the  
CODE Chair

Désiré Guedon

Executive Director  
Representing Benin, Burkina  
Faso, Cabo Verde, Comoros,  
Gabon, Mali, Niger and  
Senegal  
  
African Development Bank  
Group

In 2023, Africa continued to face a number of challenges that preoccupied the Boards of Directors of the African Development Bank Group (AfDB or “the Bank”).

In addition to the effects of the COVID-19 pandemic and the 2022 food crisis, other challenges emerged in the AfDB Group’s Regional Member Countries (RMCs): insecurity, political instability, high debt levels, increased cost of capital, inflationary pressures, and geopolitical risks, among others.

Under the guidance of its Boards of Directors, the AfDB has focused on supporting the efforts of its RMCs to implement sound macroeconomic policies to reduce the impact of these shocks on their economies, and on strengthening their resilience by investing in climate-adapted infrastructure, the energy transition and increasing food production.

The AfDB also urged governments, development partners and the private sector to join forces to address the challenges. Thus, the Dakar 2 Africa Food Summit, convened by the AfDB, mobilized US\$72 billion towards supporting Africa’s food and agricultural systems. In turn, the Boards of Directors encouraged the AfDB to complement investment financing with capacity strengthening and analytical work to contribute to the improvement of the policy and regulatory environment of its RMCs.

Amid the various global challenges that faced Africa in 2023, the grave impacts of climate change became more prominent. These included the increasing occurrences of droughts, floods, and unpredictable and extreme weather across the continent, which affected the lives and livelihoods of many people.

Guided by African Leaders who gathered at the Africa Climate Summit, the AfDB actively participated in COP28 to promote solutions appropriate for Africa. It was also at the forefront of mobilizing resources for climate change adaptation and facilitating a green and inclusive energy transition in Africa, in line with its commitment to provide US\$25 billion in climate finance by 2025. ➡





The AfDB also participated in discussions on reforming the international financial architecture to ensure greater benefits for developing countries and took steps to promote financial innovations such as hybrid capital and international market borrowing through the ADF, endorsed by the Board of Governors. But it also faced constraints when rating downgrades of some of its shareholders by rating agencies negatively affected its own financial ratios.

The Ten-Year Strategy 2013–2022, extended to 2023, and the High 5s continued to guide the AfDB's operational priorities in 2023, as the AfDB Group's Boards of Directors and Management discussed the new Ten-Year Strategy for 2024–2033 and its accompanying Results Management Framework over the course of the year. These discussions were informed by IDEV's evaluation of the Ten-Year Strategy 2013–2022, which had been presented to the Committee on Operations and Development Effectiveness (CODE) in December 2022, and its earlier Mid-term Evaluation of the Results Measurement Framework 2016–2025.

In its response to the evaluation of the Ten-Year Strategy 2013–2022, Management announced a moratorium on new policies and strategies until the approval of the new Ten-Year Strategy. The Boards of Directors therefore did not discuss new policies or strategies in 2023. Nevertheless, IDEV evaluations were instrumental in informing AfDB discussions on ongoing strategies, programs and operations. For example, IDEV's evaluation of the first phase of the Technologies for African Agricultural Transformation (TAAT) Program, requested by the Boards of Directors, will inform the implementation of Phase II and the design of Phase III of this program.

Likewise, IDEV's Mid-term Evaluation of the Jobs for Youth in Africa Strategy provided important insights on its implementation and recommended improvements for the remaining period of the Strategy.

The Evaluation of the AfDB's support for Renewable Energy will help to shape the ongoing work in this area, as well as new initiatives to further address climate change.

Finally, IDEV's evaluations of the AfDB's country strategies and programs in Mauritania, Kenya, São Tomé and Príncipe, and Tanzania will inform the next generation of Country Strategy Papers (CSPs) for these countries. CODE highly appreciates the credible evidence that IDEV provides to inform its discussions, and ensures that Management takes the findings, lessons, and recommendations of evaluations into account.

CODE is also pleased that, in 2023, IDEV collaborated with various AfDB departments and other development organizations to host knowledge events for AfDB staff, RMCs and development partners, which are instrumental in enhancing the use of evaluative evidence in the design and implementation of current and future development interventions. We particularly commend the organization of capitalization workshops with relevant AfDB staff for evaluations that are focused more on learning than on accountability. We believe that such engagement is enriching for both the independent evaluation function, as well as the operations side of the AfDB.

At the end of 2023, CODE endorsed some changes to IDEV's work program for 2024 to ensure its continued relevance and to respond to new demands for evaluations.

Cognizant that IDEV's current work program for 2022–2024 is coming to an end, we look forward to consulting with IDEV on the priority areas that should be addressed in its new work program for 2025–2027, and to providing guidance prior to the work program's approval by the AfDB's Boards of Directors.

On behalf of the CODE Committee, I would like to congratulate the IDEV team for delivering 14 high quality evaluations that have provided insights for improving the work of the AfDB Group, and I encourage them to keep up the good work. ■

# Message from the Senior Vice President

Swazi Tshabalala

Senior Vice President

African Development Bank Group



The ongoing “poly-crisis” stemming from various converging factors continues to impede global economic and developmental goals. These many crises are challenging previously held assumptions about the trajectory of human and economic development worldwide. Africa, like other regions, is affected by the adverse impacts of this crisis, especially on the most vulnerable populations within our Regional Member Countries (RMCs). In this context, as a Multilateral Development Bank (MDB), the Bank, along with its peers, is well-positioned to play a pivotal role in collaborating with RMCs, other MDBs, and stakeholders to foster investments through innovative tools, including de-risking products. This offers tangible opportunities for inclusive growth, resilience, and sustainable development.

The theme of IDEV's 2023 annual report, “Leveraging Evaluative Knowledge,” focuses on three main aspects: conducting independent evaluations of the Bank's interventions, drawing lessons from past initiatives to identify successful practices and areas needing improvement, and disseminating findings and recommendations to the Bank's Board, Management, and staff.

“Leveraging Knowledge” also underscores the Bank's recent transformative reforms, as it harnesses its convening power, wealth of knowledge, and substantial operational experience to enhance the impact of its projects. Through innovative strategies outlined in its Ten-Year Strategy 2.0 (TYS 2024–2033), the Bank is dedicated to delivering more significant, transformative results, accelerating inclusive socio-economic development, generating wealth, reducing poverty, and effectively providing regional public goods that benefit RMCs.

IDEV evaluations play a significant role in supporting the Bank's efforts in several ways: improving learning and leveraging existing knowledge for innovation and transformation, identifying knowledge gaps and generating new insights to fill them, and enhancing understanding of the impact of the Bank's ►►

interventions to refine strategies. For example, insights from Country Strategy Program Evaluations are essential for shaping the Bank's approach to addressing RMCs' needs more cohesively and efficiently through multi-year programs outlined in Country Strategy Papers.

In 2023, IDEV's work played a crucial role in informing decision-making and strengthening the impact of Bank-supported interventions in RMCs. Evaluations such as those on the Bank's Technology for African Agricultural Transformation Program, Support for Agriculture and Agribusiness Growth Productivity, Jobs for Youth in Africa Strategy, and Maternal Mortality Reduction Project are instrumental in aligning IDEV's work with the Bank's priorities, particularly the High 5 focus areas of Feed Africa and Improving the Quality of Life for Africa, encompassing women's health as a critical component of economic growth.

I am pleased to endorse IDEV's 2023 Annual Report. I anticipate further collaboration to leverage insights from the Bank's transformative initiatives, which are starting to yield positive outcomes and gaining recognition from other MDBs. As IDEV prepares for its next work program for 2025–2027 and the Bank embarks on a new Ten-Year Strategy, we look forward to continued engagement to ensure that IDEV's knowledge production aligns with and supports the Bank's priorities effectively. ■

# Message from the Evaluator General

**Karen Rot-Münstermann**

Evaluator General

African Development Bank Group

I am pleased to present the IDEV Annual Report for 2023, a pivotal year in which the African Development Bank Group (AfDB or "the Bank") was drawing up its new Ten-Year Strategy 2024-2033 amidst persistent and evolving global and continental challenges that impacted Africa's economies and peoples' livelihoods.

The theme of IDEV's 2023 annual report, "Leveraging Evaluative Knowledge for Greater Development Effectiveness," reflects IDEV's work throughout 2023. As per its mandate, IDEV carried out independent evaluations of the AfDB's work, provided insights on successes, shortcomings, and their underlying reasons, drew lessons, and made recommendations for improvement for the attention of the AfDB's Board of Directors, Management and staff. Specifically, in 2023, IDEV made deliberate efforts to share and discuss evaluative knowledge with key stakeholders, both within and outside the Bank, emphasizing the value of evaluations in fostering learning from achievements and setbacks and collaboratively identifying areas for improvement.

I'm proud to report that IDEV delivered 14 evaluation products in 2023, which covered a broad spectrum of the AfDB's strategic priorities. Key among these were our evaluations of the Bank's support for Renewable Energy, of its Jobs for Youth in Africa Strategy, and of the first phase of the Technologies for African Agricultural Transformation Program. These aimed to reinforce the AfDB's development priorities of Light up and Power Africa, Feed Africa, and Improve the Quality of Life for the People of Africa and were instrumental in providing direction for the Bank in critical sectors such as agriculture and agribusiness, energy, youth employment, and health infrastructure. In addition, our country strategy and program evaluations served to strengthen the Bank's country-level development efforts. And evaluations of Public Financial Management and the Bank's Economic and Sector Work helped to enhance the Bank's support to its clients in these areas. ►►





Our commitment extended beyond delivering evaluations to fostering a culture of knowledge-sharing, learning and informed decision-making within the Bank. Through collaboration with various Bank departments, IDEV organized knowledge and learning events, such as capitalization workshops for Bank staff from across the organization that delved deeply into the lessons drawn by evaluations and identified areas of action going forward. IDEV also participated in global forums, emphasizing the intrinsic value of learning from evaluations for stronger policies, strategies and program design.

Furthermore, 2023 was a significant year for enhancing evaluation capacities both within the Bank and those of stakeholders and partners across the Bank's regional member countries. Through targeted training programs and strategic partnerships, IDEV has reinforced its role as a pillar of knowledge and capacity development within the evaluation community. Our active participation and leadership in global evaluation networks underscored our dedication to advancing evaluation practices, promoting evidence-based decision-making, and shaping better development outcomes.

I would like to thank the IDEV team for their efforts and dedication, which has led to our accomplishments in 2023. We are grateful to our collaborators at the AfDB and our continental and global partners who enriched our perspectives and supported our achievements. We are extremely grateful for the guidance and support from the Committee on Operations and Development Effectiveness (CODE) and the trust and collaboration of the AfDB Board and Management, which have been essential for our success.

As we look towards 2024, we have a lot to anticipate: the launch of 13 new evaluation products, the initiation of Bank-wide consultations to prepare our new Work Program 2025-2027, and the hosting of the 6th edition of our flagship biennial AfDB Development Evaluation Week.

With the AfDB set to launch its next Ten-Year Strategy in 2024, IDEV is poised to continue to leverage evaluative knowledge to strengthen its implementation, furthering the AfDB's strategic objectives of accelerating inclusive green growth and driving prosperous and resilient economies. ■







# Context

## Africa in 2023 – shocks and resilience

In 2023, the African continent continued to grapple with multiple challenges that hindered progress towards achieving the Sustainable Development Goals (SDGs). These included the aftermath of the COVID-19 pandemic, disruptions to global supply chains due to Russia's invasion of Ukraine<sup>1</sup> and other geopolitical tensions, a sluggish global economy, worldwide inflation, tighter global financing conditions, growing debt servicing costs, increasing inequality, youth unemployment, fragility and insecurity, extreme weather conditions, and climate change. Together, these factors resulted in significant income losses and worsening living conditions for millions of Africans. Amid these pressing challenges was an urgency to accelerate climate action, and to transition to green solutions to drive inclusive and sustainable development in Africa. The climate crisis received strong attention from African leaders, who convened to deliberate on it at the African Development Bank Group (AfDB)-sponsored African Climate Summit held in Nairobi, and at the Global Climate Summit, COP 28, held in Dubai. Towards the end of 2023, there were tentative signs that economic activity on the continent was gradually strengthening (IMF Africa Special Issue 2023). Relatedly, the AfDB's African Economic Outlook (AEO) stated that African economies had demonstrated resilience, with average growth projected to stabilize at 4.1 percent in 2023–2024. The AEO further emphasized that African economies held immense potential for sustainable development, driven by a diverse range of factors unique to the continent such as huge mineral resources, 65 percent of the world's uncultivated arable land, ample renewable energy sources and a young population.

## Driving Africa's sustainable growth: the AfDB's efforts in 2023

The AfDB continued to play an instrumental role in mobilizing resources and financing mechanisms to promote critical development in Africa. Attracting private capital investments in Africa's development efforts took center stage for the Bank in 2023. The theme of the Bank's Annual Meetings revolved around "Mobilizing Private Sector Financing for Climate and Green Growth in Africa", with a focus on energy access, climate adaptation and food security. In a similar vein, the Africa Investment Forum, held in Marrakesh on the theme "Unlocking Africa's value", focused on attracting investments for Africa's natural capital, ensuring a sustainable global financing architecture, and facilitating a green and inclusive energy transition in Africa.

At COP28, the Bank showcased several initiatives to tackle climate change innovatively. These included the African Adaptation Acceleration Program and the Desert-to-Power initiative, among others. In addition, to boost food security using climate-resilient agricultural systems, the Africa Food Summit in Dakar, Senegal, convened by the AfDB, formulated food and agriculture delivery compacts for African countries. A global mobilization of US\$72 billion was secured to support their implementation, with the AfDB committing US\$10 billion. These compacts formed

<sup>1</sup> Language adopted in the Communiqué issued by the Board of Governors at the AfDB's annual meetings in May 2022; Algeria, China, Egypt, Eswatini, Namibia, Nigeria and South Africa entered a reservation and proposed "Russia-Ukraine Conflict".



the basis for the Bank's interventions. The Bank also participated in several discussions on the evolution of the international financial system to bring greater benefit to developing countries.

With regard to financing, in 2023, the Bank's Boards of Directors approved a record-breaking US\$10.25 billion in financing for operations across Africa, marking the second-highest lending volume in the Bank's history. The three sectors of finance, transport and multisector received the largest shares of lending with 23.8, 23.1, and 14.6 percent, respectively. The Bank's lending efforts played a crucial role in supporting infrastructure development, economic growth, and poverty reduction throughout the continent.

Over the course of the year, the Bank continued to discuss and develop its new Ten-Year Strategy 2024–2033, which will reinforce the Bank's role as a key player in driving Africa's sustainable economic growth and pursuing a prosperous, inclusive, resilient, and integrated continent. The discussions were informed by [IDEV's evaluation of the Ten-Year Strategy 2013–2022](#).

## IDEV in 2023: moving evaluative knowledge into action

In 2023, IDEV remained committed to its triple mandate: fostering learning, accountability, and an evaluation culture within the Bank and its Regional Member Countries (RMCs). Now in the second year of executing its 2022–2024 work program, IDEV launched 12 new evaluations. IDEV welcomed five new colleagues, and recruitments were ongoing for two staff positions. The IDEV team settled well into the “new normal” hybrid work model, alternating between home and in-office work, and convening through hybrid team meetings and in-person trainings. Evaluators were able to undertake field missions, accompanied by knowledge management and communications staff, for the project cluster evaluation of the first phase of the Technologies for African Agricultural Transformation (TAAT) program. This interaction enriched the quality of knowledge products and communications about the evaluation.

Stakeholder engagement and knowledge-sharing were at the forefront for IDEV in 2023. IDEV took deliberate measures to share evaluation results with key stakeholders in both the Bank and the RMCs, organizing capitalization workshops and knowledge events in collaboration with other Bank departments, to inform and engage those who play a critical role in ensuring that the Bank's interventions meet their intended outcomes. Internally, IDEV engaged with the Bank's Board of Directors, Senior Management, and staff. Management Responses to independent evaluations delivered in 2023 appreciated the quality and usefulness of the evaluations delivered, and Bank Management and staff commended IDEV for involving them during the evaluation processes.

Externally, IDEV interacted with clients, beneficiaries of the Bank's interventions, and development partners. During the Bank's Annual Meetings, IDEV emphasized knowledge-sharing by disseminating a digital package of evaluations related to the theme of the event. It also partnered with governments, development partners, and regional and global evaluation offices and networks to enhance evaluative capacity and cultivate a culture of learning from evaluations. Among others, IDEV fulfilled the rotating chairmanship of the Evaluation Cooperation Group (ECG) of independent evaluation offices of International Financial Institutions. The collaboration with various organizations and the Bank's recognition of IDEV's contributions underscored the importance of unbiased evidence in shaping the Bank's strategies and programs for the future. ■

## 2023 In Brief





## IDEV delivered 14 evaluation products in 2023



| Technologies for African Agricultural Transformation (TAAT) Program, Phase I



| The AfDB-funded Support to Maternal Mortality Reduction Project in Tanzania



| Evaluation Synthesis on Support for Agriculture and Agribusiness Growth and Productivity

| Evaluation Synthesis on Public Financial Management

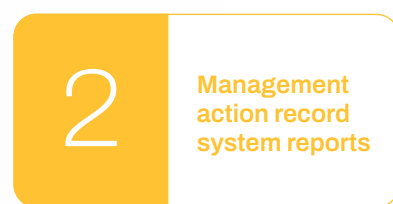


| Mid-term Evaluation of the Bank's Strategy for Jobs for Youth in Africa (2016-2025)

| Evaluation of the AfDB's Economic and Sector Work, Phase 2



| Evaluation of the Bank's support for Renewable Energy (2012-2021)



| 2022 Management Action Record System report

| 2023 Management Action Record System report



| Mauritania Country Strategy and Program Evaluation (2011-2020)

| Kenya Country Strategy and Program Evaluation (2014-2023)

| São Tomé and Príncipe Country Strategy and Program Evaluation (2012-2022)

| Mid-Term Evaluation of Tanzania Country Strategy Paper (2021-2025)

| Validation of the Mid-Term Review of the Eswatini Country Strategy Paper (2020-2024)

## Knowledge, dissemination, and outreach in 2023

### Website

9,106 Pageviews

2,967 Visitors

17 News stories published

17 Videos

### Newsletters

6 Newsletter editions

5,000 Newsletter recipients

### Evaluation Results Database (EVRD)

69 Lessons added

29 Recommendations added

16 Evaluation reports added

### X (Formerly Twitter)

Tweets 353

New followers 225

Impressions 131,171

### Management Action Record System (MARS)

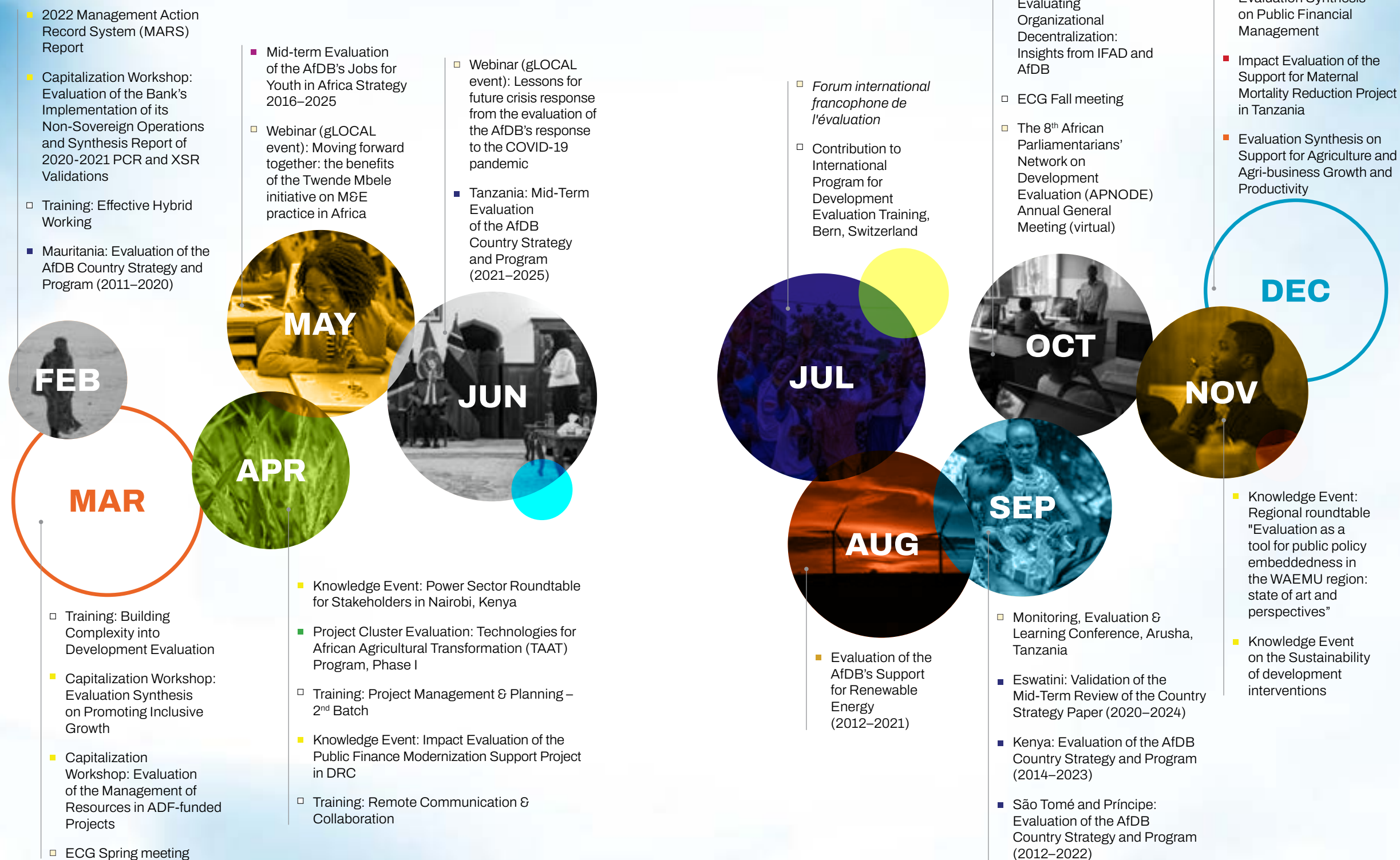
Evaluations added 7

Recommendations added 26

Management actions added 59



## Timeline 2023







# Leveraging Evaluative Knowledge to Help Unlock Africa's Potential

**B**oosting agricultural production, increasing access to energy, and empowering youth and women are among the key intervention areas towards unlocking Africa's potential. As stated in the AEO report, African economies held immense potential for sustainable development, driven by factors such as having 65 percent of the world's uncultivated arable land, ample renewable energy sources and a young population. At the African Climate Summit in 2023, the Bank showcased a number of Africa-wide initiatives to address climate change that it has established to augment its ongoing support to these areas. These included the Desert-to-Power initiative to provide electricity for 250 million people using solar energy in the Sahel; and the African Adaptation Acceleration Program, which focuses on digital technologies for agriculture and food security, resilient infrastructure, youth empowerment, and innovative financing to enhance climate adaptation in Africa. In addition, the second phase of the AfDB's flagship program, TAAT, received a substantial financing boost at the Dakar Food Summit.

In 2023, IDEV delivered evaluations that provide crucial insights for the Bank's ongoing support to these focal areas, shedding light on the achievements and challenges as well as highlighting effective practices and improvements needed to ensure the delivery of results that will ultimately improve the quality of life of people across Africa. These evaluations also addressed concerns relevant to the Bank's efforts to attract private sector investments in these focal areas.

## Agricultural productivity and production

The AfDB launched the TAAT program as an integral part of its [Feed Africa Strategy](#) in 2018. The goal of the program is to improve agriculture as a business across Africa by deploying proven agricultural technologies to raise the productivity and production of selected agricultural commodities. The development objective of the first phase of the program, TAAT-I (2018–2022), was to “rapidly expand access of smallholder farmers, majority women, to high yielding and resilient agricultural technologies to improve their productivity, food production, incomes and food security.”

IDEV completed a [project cluster evaluation of TAAT-I](#) in 2023, which delivered lessons and recommendations to improve the implementation of the next phase, TAAT-II, the African Emergency Food Production Facility, and the design of future related initiatives and programs (such as TAAT Phase III). The evaluation covered the program's nine commodity compacts in seven countries representing all agro-ecological zones. Overall, the evaluation noted significant progress in achieving planned outputs but mixed results in outcomes. While the program succeeded in promoting policy reforms for the mobility of agricultural technologies, inputs, and products across borders, and delivering innovative technologies, challenges



such as limited financial resources, coordination complexities, and the impact of the COVID-19 pandemic were identified. Operational inefficiencies and issues with gender and environmental considerations were also highlighted. Sustainability of results showed promise but sustaining interventions and partnerships at the national level posed significant challenges. The evaluation observed that addressing operational complexities, resource limitations, and ensuring better integration of cross-cutting issues are crucial for enhancing the program's effectiveness and sustainability.

The Bank's Management committed to use the evaluation's lessons and recommendations in the implementation of TAAT-II (2022–2025). It would increase synergies with relevant Bank departments and appoint regional engagement officers to enhance coordination between the Bank's country offices, TAAT organs and implementing partners, national institutions, and other development partners, among others. The Bank has already made changes to the ongoing implementation of TAAT-II based on this evaluation.



Innocent  
Musabyimana,  
AfDB TAAT  
Coordinator

The IDEV report guided us in improving collaboration with other departments within the Bank to strengthen the design and implementation arrangements for the TAAT-II program and future related programs. In addition, the TAAT management has developed a country engagement strategy to improve the coordination with the AfDB Country offices and RMCs. The evaluation finding, 'The evaluation found demonstration sites to be vital for building capacity and promoting TAAT-I technologies,' has been embraced by TAAT II, which is currently promoting demonstration plots and capacity building of young scientists as key to increasing the adoption of technologies, thus the productivity by farmers. ”

#### Recommendations from the TAAT-I project cluster evaluation

- Strengthen the design and implementation arrangements for TAAT-II and future, related programs.
- Pursue increased private sector participation in TAAT-II and related agriculture operations.
- Strengthen the monitoring, evaluation, and learning systems of TAAT-II and future related programs by integrating the design of a monitoring, evaluation, and learning system from the onset and providing adequate resources, both human and financial, to operationalize the system in a timely fashion.

To complement the TAAT-I project cluster evaluation and contribute evaluative knowledge to inform the implementation of the AfDB's Feed Africa Strategy, IDEV conducted an [evaluation synthesis on Support for Agriculture and Agribusiness Growth and Productivity](#). The synthesis, based on a review of 72 evaluations and research studies by the AfDB and other partners between 2012 and 2022, offered valuable insights for the first two enablers<sup>2</sup> identified by the Feed Africa Strategy, namely increased productivity and realizing the value of increased production. It highlighted the significance of addressing project efficiency challenges, considering the policy context, focusing on sustainability factors, and learning from past experiences for long-term benefits in agriculture and agribusiness growth in Africa. In early 2024, IDEV will organize a capitalization workshop on the evaluation synthesis, to discuss its lessons with the Bank staff responsible for designing and implementing the Bank's interventions under its Feed Africa Strategy.

#### Main lessons of the evaluation synthesis on Support for Agriculture and Agribusiness Growth and Productivity

- Project implementation success is more likely when beneficiaries are actively involved in the project's conception, design, implementation, and closure from an early stage.
- A well-prepared, integrated, and multi-sectoral development approach can address complex challenges in interventions aimed at increased agricultural productivity and realizing the value of increased production.
- Promoting successful agricultural value chain development requires investment priority-setting based on sound socio-economic analysis.

## Renewable energy (a green and inclusive energy transition)

The Bank is strongly committed to promoting access to modern and affordable energy for all, reflected in the High 5 Light Up and Power Africa and laid out in its energy sector strategic documents, ranging from the Energy Sector Policy (2012) to the [New Deal on Energy for Africa](#) (2016–2025). These documents stress sustainable development, access to modern and affordable energy services, and the significant role of renewable energy in achieving universal energy access in Africa. The Bank's work in this area stands to benefit from IDEV's [evaluation of the Bank's support for renewable energy between 2012 and 2021](#), which examined the Bank's assistance to the generation of renewable energy in the power sector. It covered 156 interventions in the RMCs focusing on geothermal, hydropower, solar power, and wind power in both utility-grid-scale renewable energy and smaller-scale decentralized energy access solutions. Overall, the evaluation found that the Bank's support for renewable energy was largely successful, with most completed interventions meeting or exceeding their energy generation targets. However, challenges of underutilized potential in renewable energy and low electricity access rates were identified. AfDB-funded interventions were found to have maintenance shortcomings, partly attributed to financial constraints faced by power utilities, which threatened the financial sustainability of the interventions. The evaluation also noted that the Bank's role in shaping renewable energy policies and institutional frameworks across countries varied, indicating a need for clearer articulation of the Bank's approach.

Less than half of Sub-Saharan Africa's population has access to electricity, yet the continent is using less than 10 percent of its abundant renewable energy resources.

To maximize profitability from renewable energy deployment, the evaluation emphasized the need to enhance infrastructure (transmission and distribution lines and storage equipment) for intermittent sources such as solar and wind. It also stressed the importance of smoothly integrating renewable energy production into existing power systems. This would necessitate scaling up investments in renewable energy in RMCs, focusing on predictability and clarity in the procurement processes, deploying innovative risk instruments, profitability, and sustainability to attract private sector investments. The evaluation provided lessons and recommendations to improve the Bank's future renewable energy initiatives.

The Bank's Management welcomed the timeliness of the evaluation given that it was working on the proposed new Ten-Year Strategy 2024–2033, with a clear focus on increasing utility-scale renewable energy and scaling up decentralized renewable energy solutions. Management agreed with the observed limitations in transmission capacity and storage for renewable energy

<sup>2</sup> The Feed Africa Strategy identifies seven sets of enablers to help African agriculture realize its full potential, namely: (i) increase productivity; (ii) realize the value of increased production; (iii) increase investments in enabling hard and soft infrastructure; (iv) catalyze flows of increased agricultural financing; (v) create an improved agribusiness environment; (vi) increase inclusivity, sustainability and nutrition; and (vii) coordinate partnerships.

solutions, and explained that it was working on expanding battery storage for ongoing projects and had introduced related assessments for new projects.

IDEV presented key insights from the evaluation at a knowledge event organized by the Climate Investment Funds. These were insights relevant for attracting the private sector to finance renewable energy investments.

#### Key Insights from IDEV's Renewable Energy evaluation to the Climate Investment Funds knowledge event

- To attract private sector investment to renewable energy in emerging markets, investors need predictability and clarity. Having an action plan empowers stakeholders by giving them specific tasks, responsibilities, and a concrete roadmap encourages greater commitment and participation. The South Africa Renewable Energy Independent Power Producers Procurement Program is an example that met investor demands for predictability and clarity in procurement.
- Financing grid infrastructure (transmission and distribution, storage equipment) and adaptation makes it possible to achieve outcomes for on-grid renewable energy projects.
- Ensuring that renewable energy investments with intermittent production integrate smoothly into a country's energy grid makes renewable energy interventions more effective.
- Building effective partnerships in renewable energy creates synergies, helps in mobilizing additional financing and fosters impact.
- Use of blended concessional finance would help to scale up private investment in renewable energy grid infrastructure, adaptation, and integration.
- Deploying innovative risk instruments that prioritize origination and sharing risks between governments and the private sector enables the scaling-up of finance, while also being mindful of the long-term financial burden on governments.



Joseph Mouanda,  
Chief Evaluation Officer, IDEV

The evaluation noted that modern energy services drive economic growth, inclusive growth, employment, and productivity across sectors, thus improving access to reliable, affordable, and sustainable energy, which is crucial for Africa's transformation. However, IDEV's [Impact evaluation of phase 1 of the Kenya Last Mile Connectivity project](#), delivered in 2022, revealed that individual projects do not always achieve their intended outcomes. The evidence revealed that the Last Mile Connectivity project had increased access to electricity for beneficiaries in rural and peri-urban areas of Kenya, and increased the use of grid electricity for lighting and irrigation. However, there was no evidence of the project's impact on business ownership, employment earnings and self-employment, i.e., the productive use of electricity. In 2023, IDEV convened a Power Sector Roundtable in Kenya to share and discuss these important findings.

#### Power sector roundtable in Kenya: A knowledge event for improved last-mile electricity services

IDEV, together with the Bank's East Africa Regional Energy Sector Division, [convened a Power Sector Roundtable](#) for energy sector stakeholders in Kenya in April 2023. This was to discuss the evidence-based impacts of rural electrification, on the basis of [IDEV's impact evaluation](#) of Phase I of the AfDB-funded Kenya Last Mile Connectivity Project. In-depth discussions addressed concerns raised in the evaluation around the reliability, affordability, and quality of rural electricity supply, which hindered the productive use of electricity. The 50 invited participants who attended the event were senior officials and personalities including the Secretary for Administration in the State Department for Energy; the Director economic planning (National Treasury Ministry); the Director at the electricity regulatory association; the chairperson of Electricity Sector Association of Kenya, an association of independent power producers; officers in charge of energy from three counties; senior Energy Ministry officials, senior officials from Kenya Power, and Kenya Electricity Transmission Company Limited; development partners who have funded some phases of the project, including EIB, AFD and JICA; and the media.



Mr. James Wachira,  
Principal Secretary,  
Kenya's State  
Department for Energy

"It is encouraging to see that the AfDB has invested in assessing the impact of its interventions so as to continuously learn and improve the support that it gives to our countries." Opening remarks made on behalf of Mr. James Wachira, Principal Secretary, Kenya's State Department for Energy.

## Human capital and wellbeing

The AfDB High 5, Improve the Quality of Life of the People of Africa, expresses the Bank's commitment to close Africa's inequality gaps, especially for women and young people, by equipping and investing in them to achieve their full potential and contribute to sustainable economic growth and prosperous societies. The perspective of empowering women and youth is reflected across the Bank's High 5s and related programs and projects, such as the African Adaptation Acceleration Program and the TAAT program. In preparing the Bank's support towards youth and women, two evaluations carried out by IDEV in 2023 stand out. These are the mid-term evaluation of the Jobs for Youth in Africa Strategy, which illuminated the





Bank's progress and potential for sustainably addressing youth employment challenges, and the Impact Evaluation of the Support to Maternal Mortality Reduction Project in Tanzania, which provided valuable insights into the complex web of factors influencing health sector projects' outcomes. In 2023, IDEV also organized a capitalization workshop on its evaluation synthesis on Promoting Inclusive Growth, one of the two overarching goals of the Bank's TYS 2013-2022.

The [AfDB's Jobs for Youth in Africa Strategy 2016-2025](#) aims to spur inclusive growth and harness the potential of African youth. The Strategy aims to create 25 million jobs and positively impact 50 million youth in Africa by 2025. [IDEV's mid-term evaluation of the Jobs for Youth in Africa Strategy](#) assessed

the progress of implementation of the Strategy, its effectiveness, and the sustainability of interventions and results achieved as of December 2022. The evaluation found the Strategy to be relevant for addressing youth unemployment in Africa, and that nearly half of the approved Bank projects between June 2016 and December 2022 had included youth employment considerations, further demonstrating the Strategy's relevance for the Bank. Ongoing interventions showed strong potential for sustainability due to the focus on building institutional capacity, creating an enabling environment, and fostering entrepreneurship and strategic partnerships to address youth employment challenges. However, the evaluation highlighted shortcomings in the Bank-wide implementation of the Strategy. Human resources and management systems, which were expected to support the implementation of the Strategy across the Bank, did not materialize as planned, resulting in long delays in the strategy's implementation. Also, although the Bank's interventions were creating jobs and equipping youth, it was difficult to establish actual progress towards the target of 25 million jobs and 50 million youths impacted due to significant gaps in monitoring and reporting. The evaluation provided lessons and recommendations to enhance the implementation of the remaining period of the Strategy.

The Bank's Management committed to fully implementing the evaluation lessons and recommendations. It committed to review the Strategy's results measurement framework and the staffing of the Jobs for Youth in Africa Team, among other actions. Management viewed this as an opportunity to sharpen the execution of the Jobs for Youth in Africa Strategy in the remaining period, with the aim of achieving greater impact on youth employment.

#### Recommendations of the mid-term evaluation of the Jobs for Youth in Africa Strategy

- I Update the Strategy and its Implementation Plan based on current circumstances and resources.
- I Strengthen results measurement and learning.
- I Continue to mobilize resources to support catalytic activities and high employment-creating projects.
- I Strengthen leadership and coordination of youth employment across Bank departments, building on existing resources and considering other Bank priorities.



**Martha Phiri,**  
Director, Human  
Capital, Youth and Skills  
Development Department

The Board and Senior Management Coordination Committee appreciated the rigor, candidness, and quality of the IDEV's review of the Jobs for Youth in Africa Strategy. In fact, it made the Management response and action plan a lot easier to put together. Our department commends IDEV on the quality of work and exceptional teamwork. ”

Empowering women to effectively participate in economic activities necessitates attention to their health-related needs. This is because women's empowerment potential is directly affected by their ability to access quality health services. In the same vein, women's empowerment has a direct effect on their ability to access quality health services, as was established from IDEV's [Impact Evaluation of the AfDB-funded Support to Maternal Mortality Reduction Project](#) (SMMRP) in Tanzania. The project was approved for US\$65.75 million, with the Government of Tanzania contributing 10 percent. The project's expected medium-term outcome was to reduce maternal and neonatal morbidity and mortality, while its expected longer-term outcome was to improve the health and well-being of Tanzanians, through funding the rehabilitation of health and training facilities, medical equipment, and in-service training for health workers. The project covered a number of regions both on the mainland and Zanzibar Island.

Overall, the evaluation found mixed results in achieving planned outputs, with better outcomes in Zanzibar than on the mainland. Positive impacts included improved access to maternal and child health services, while challenges existed in affordability. Maternal and child health outcomes showed varying results, with decreased infant mortality rates by the end of the project, while maternal deaths remained high. Socio-economic factors such as education and wealth were found to significantly influence health outcomes. Unintended impacts found by the evaluation included limited healthcare supplies, which led to access barriers for women with lower wealth status, and sustainability concerns due to challenges in maintaining human resources, medical equipment, and infrastructure. The evaluation derived evidence-based findings of the SMMRP's impact, analyzed the factors influencing project performance and outcomes, and drew lessons and recommendations to inform the implementation of the Bank's [Strategy for Quality Health Infrastructure in Africa](#) (2022-2030). The Bank's Management commended the timeliness of the impact evaluation, given that the rollout of the Strategy was gaining momentum, and pledged to apply the evaluation's lessons to enhance the formulation, design, and implementation of future projects under the Strategy.

To close Africa's inequality gaps, the Bank needs to intentionally target marginalized groups to address specific barriers for them in the design and implementation of its interventions. This was a key message from IDEV's [Evaluation Synthesis on Inclusive Growth](#), which was delivered in 2022. In 2023, a capitalization workshop was convened for Bank staff to reflect on the findings and lessons from the evaluation synthesis. ■

#### Capitalization Workshop on Inclusive Growth Evaluation Synthesis: Knowledge event for Bank Staff

In 2022, IDEV conducted an [evaluation synthesis on promoting inclusive growth](#) to capture the evolution of thinking and implementation experiences of the AfDB and other development partners in this area over the previous decade. In 2023, IDEV, in collaboration with the Corporate Strategy and Policy department, held an online capitalization workshop that was attended by over 40 Bank staff from various departments/complexes responsible for designing and implementing AfDB interventions that promote inclusive growth (the first overarching objective of the TYS 2013-2022). The participants discussed the results of the evaluation synthesis, with a major focus on the lessons, and identified strategies to inform the design and implementation of the Bank's next Ten-Year Strategy.

SDG 3 is "Ensure healthy lives and promote well-being for all at all ages." Reducing preventable maternal deaths and child mortality are its targets 1 and 2, respectively.







## Leveraging Evaluative Knowledge to Strengthen Country-level Development Efforts

In 2023, IDEV delivered four evaluations and one Mid-Term Review (MTR) validation to improve the planning and implementation of five Bank country strategies and programs, aiming to maximize their impact and help the respective countries achieve their development goals. IDEV delivered three country strategy and program evaluations for Kenya, Mauritania, and São Tomé and Príncipe, and a mid-term evaluation of the Country Strategy Paper (CSP) for Tanzania. The goal of these evaluations was to provide credible and useful information on the performance of the Bank's country strategies and programs, in terms of delivering on development outcomes, and to derive lessons and recommendations that could enhance the development effectiveness of the Bank's support. The mid-term evaluation differed from the country strategy and program evaluations in both timing (conducted midway through) and purpose. The country strategy and program evaluations took place at the conclusion of the cycles of the respective CSPs and served to inform the preparation of the subsequent CSPs. In contrast, the mid-term evaluation served the purpose of guiding the implementation of the remaining period of the Tanzania CSP. To this end, IDEV shared the results of the mid-term evaluation at a knowledge event co-hosted with the Bank's Tanzania Country Office. All four evaluations delivered evidence-based findings, lessons and recommendations for their intended purposes.

Overall, in terms of delivering on development outcomes, the common achievements observed across all four evaluations included contributions towards poverty reduction, infrastructure development, economic growth, environmental sustainability, and efforts towards capacity building and governance improvements. These achievements demonstrate the positive impact of the AfDB's support in advancing development outcomes in these countries. On the other hand, key areas that needed improvement included gender mainstreaming, implementation efficiency, and ensuring long-term sustainability of the benefits from interventions.

IDEV also independently validated the MTR of the Eswatini CSP, carried out by Bank Management, to assess the strength of the evidence provided regarding the progress reported towards achieving the CSP's objectives at mid-term, and to assess the status of implementation of agreed recommendations from IDEV's 2019 [evaluation of Eswatini's country strategy and program](#). IDEV broadly validated the MTR report, with some observations and guidance. The validation found that with the observed delays in project implementation, progress towards achieving the CSP's objectives was deemed insufficient at mid-term. The validation drew findings and lessons to improve the completion of the Eswatini CSP and future Bank MTRs.





Mauritania: Evaluation of the AfDB Country Strategy and Program (2011–2020)

Total financing <b>US\$218 million</b>		Sectors <b>Industry, mining and quarrying, transport, agriculture, finance, multisector, water and sanitation, and social development</b>	
Portfolio <b>24 projects</b>			

Findings

The evaluation found that the Bank’s support to Mauritania led to positive outcomes by reducing poverty and promoting inclusive and green growth. Projects aligned with the Bank’s strengths and complemented activities of other development partners. However, the evaluation found gaps in addressing key issues such as youth employment, gender equality, and private sector involvement, with inadequate engagement of stakeholders. While completed projects showed sustained results, few had sustainable revenue mechanisms for long-term viability. Insufficient environmental and social management implementation was also highlighted. The Bank’s program was found efficient in securing project approvals and resources but faced challenges with delays and low disbursement rates, impacting operational efficiency. The evaluation provided lessons and recommendations to inform the preparation of the Mauritania CSP for 2023–2027.

Kenya: Evaluation of the AfDB Country Strategy and Program (2014–2023)

Total financing <b>US\$3 billion</b>		Sectors <b>Transport, water supply and sanitation, finance, energy, multisector, agriculture and environment, and social development</b>	
Portfolio <b>59 projects</b>			

Findings

The evaluation found that the Bank’s support to Kenya had contributed towards improving the country’s transport network, bolstering access to energy, and addressing fiscal challenges and food losses. However, modest progress was observed in skills development, financing for Small and Medium-sized Enterprises, and access to water and sanitation services. The Bank’s interventions had contributed considerably to environmental preservation and climate change mitigation by supporting renewable energy projects and climate-resilient agriculture. The Bank’s projects were found well-coordinated within sectors, but inter-sector synergies were lacking, and sector-level coordination with other development partners was weak. Furthermore, the evaluation noted concerns on the maintenance of infrastructure in the road transport and water supply sectors; shortcomings in gender analysis; and delays in project start-up and implementation. The evaluation provided lessons and recommendations to inform the preparation of the Kenya CSP 2024–2028.





São Tomé and Príncipe: Evaluation of the AfDB Country Strategy and Program [2012–2022]

Total financing <b>US\$89.98 million</b>		Sectors  <b>Infrastructure (in agriculture and energy) and capacity building in governance</b>	
Portfolio <b>17 projects</b>			

Findings

The evaluation found that the Bank’s interventions in the country were generally effective, achieving planned outputs like infrastructure and business environment development, though fewer outcomes were achieved. Non-lending activities, including knowledge work and policy dialogue, were well-perceived in the country. The coherence of Bank-funded operations and external coordination with partners were positive, despite limited co-financing. The Bank’s interventions were found to be partly inefficient, with concerns regarding project quality at entry, implementation progress, monitoring, and supervision. There were also challenges in mainstreaming gender equality and climate issues. Sustainability concerns were raised regarding economic viability, institutional capacity, stakeholder ownership and capacity-building. The evaluation provided lessons and recommendations to inform the preparation of the São Tomé and Príncipe CSP due in 2024.

Tanzania: Mid-Term Evaluation of the AfDB’s Country Strategy Paper (2021–2025)

Total financing <b>US\$2.7 billion</b>		Sectors  <b>Focused on infrastructure, mainly in the sectors of transport, energy, and water supply and sanitation</b>	
Portfolio <b>24 projects</b> (as of March 2023)			

Findings

The evaluation found the Bank’s CSP to be well-aligned with the country’s national and sectoral development plans. However, it noted shortcomings in some sectors, where there were discrepancies between the strategic orientations and actual implementation. Positive progress was observed in water, sanitation, transport, and energy projects, particularly in improving safe water access, roads, and rural electrification. Due to Tanzania’s debt situation and its delayed reclassification under the Bank’s credit policy, only a few planned projects in the CSP were approved. Timeliness issues and procurement inefficiencies affected all sectors, with infrastructure projects particularly prone to delays. In addition, cross-cutting issues such as gender and inclusivity lacked systematic integration in project monitoring. The Bank’s strategy and program addressed sustainability, but challenges were identified including inadequate tariffs in the energy and water sectors, and financial sustainability risks in the transport portfolio. The evaluation provided lessons and recommendations to inform the remainder of the Tanzania CSP period (2021–2025).





Knowledge event: IDEV shares the results of the Tanzania Mid-Term Evaluation of the CSP (2021–2025)

IDEV partnered with the Bank’s Tanzania Country Office to launch the 2023 Tanzania Country Focus Report, themed Mobilizing Private Sector Financing for Climate and Green Growth, and to discuss the results of the Mid-Term Evaluation of the CSP (2021–2025). The evaluation sought to promote learning for the continued improvement of implementation of the AfDB’s program in the second half of the period covered by the strategy.

IDEV’s evaluation’s noted good results for the infrastructure and business-enabling environment, but that more effort was required to scale up the Bank’s support for Tanzania’s private sector. The key lessons called for governance and business-enabling support in areas that are tightly concentrated on quick-win solutions, and flexibility in the Bank’s responses to help mitigate implementation challenges that arise during a crisis. IDEV recommended maintaining the focus on sustainable infrastructure and private sector participation, while harmonizing the Bank’s strategic positioning in the agriculture sector and addressing the risks to sustainability.

The online event attracted officials from the AfDB, Tanzania government ministries and implementing agencies, and the development partners.



Validation of Management’s Mid-Term Review of Eswatini’s CSP for 2020–2024

Total financing <b>US\$455.6 million</b>		Sectors <b>Agriculture, transport, water supply and sanitation, multi-sector and finance sectors</b>	
Portfolio <b>12 projects</b> (as of June 2022)			

Findings

The validation confirmed the CSP’s design alignment with the country’s development priorities. Despite progress in achieving results, compared with the findings of IDEV’s [evaluation of Eswatini’s country strategy and program in 2019](#), the observed results were deemed insufficient to achieve the objectives set by the CSP. By mid-term, only a few planned outputs were achieved, with many projects still to begin. The interventions suffered from delays due to external shocks, along with delays in project approval and implementation. The Bank’s interventions in Eswatini had shown satisfactory progress in terms of sustainability, supported by collaboration with the government. The MTR report was deemed to be of good quality. It tracked project implementation and portfolio status based on evidence. The validation provided lessons and recommendations to improve the completion of the Eswatini CSP (2020–2024). ■





# Leveraging Evaluative Knowledge to Enhance the Bank's Support for its Clients

In a year marked by multiple challenges for Africa, the Bank had to be innovative in the types of support it provided to its clients<sup>3</sup> to progress and attain outcomes. IDEV delivered evaluations and facilitated learning from evaluations to strengthen the Bank's knowledge base, that is, the knowledge and capacities of Bank staff. The Bank can build upon this to strengthen its support to clients in various ways.

## Evaluative knowledge to improve the Bank's support for RMCs' soft infrastructure

IDEV conducted an [evaluation synthesis on Public Financial Management \(PFM\)](#), an important area of support for the Bank under its Strategy for Economic Governance in Africa. The synthesis brought together findings and lessons from PFM interventions in low- and middle-income countries in Africa and other parts of the world. It drew from 70 selected evaluation reports covering about 600 PFM interventions, valued at US\$159 billion. These were reports produced between 2012 and 2023 by the AfDB, RMCs and other development partners. The reports were coded to align findings and lessons with five key synthesis questions around the evolution of PFM interventions, the appropriateness of the instrument mix, the effectiveness of interventions, the sustainability of PFM interventions, and the role of partnerships. The synthesis noted that overall, while PFM interventions have shown some positive outcomes, challenges remain in their design, contextualization, measurement, sustainability, and effective partnership coordination. The evaluation synthesis resulted in nine key lessons to inform the design and the implementation of ongoing and future AfDB-supported PFM interventions. In early 2024, IDEV will organize a capitalization workshop on the evaluation synthesis, to discuss its lessons with the relevant Bank staff.



Koudeidiatou  
Issabre-Sow,  
Principal Governance  
Officer, ECGF

Taking into account the findings and the main lessons will certainly further strengthen the quality of the Bank's program-based operations and institutional support projects on PFM. ”

<sup>3</sup> The Bank's clients include RMCs, governments, and the private sector.



IDEV conducted an [evaluation of AfDB's Economic and Sector Work \(ESW\), Phase 2](#) to examine its planning, budgeting, technical quality, and results. This follows on from IDEV's previous ESW [evaluation, Phase 1, in 2013](#). The evaluation covered the Bank's ESW activities during the previous Knowledge Management Strategy period (2015–2021, extended to 2022). Overall, AfDB's ESW showed good technical quality and some successes in achieving objectives, despite some shortcomings. It was noted that there was a high degree of alignment with the Bank's country strategies at a strategic level, but the operational relevance of the ESW products was limited. The evaluation highlighted issues in the coordination and clarity of planning and budgeting processes. It also found mixed success in achieving objectives. While some successes were achieved in enhancing the Bank's portfolio and influencing policies, challenges remained in building analytical capacity. Evaluating the results of ESWs proved challenging due to the absence of a comprehensive tracking system. The evaluation drew lessons and provided recommendations to inform the implementation of the Bank's Knowledge Management Strategy for 2022–2031. Bank Management committed to using its recommendations to inform the implementation of the new Knowledge Management Strategy (2022–2031), and the finalization of the Quality Assurance Procedures of Bank Group Knowledge Products, the Knowledge Products' Delegation of Authority Matrix and the Knowledge Products chapter of the Operations Manual.

## Growing the Bank's knowledge base

### *Capitalization Workshop on Management of Resources in ADF-funded projects: Knowledge event for Bank staff*

In 2022, IDEV conducted a [Cluster evaluation of the Management of Resources in African Development Fund \(ADF\)-funded projects](#) to assess the quality of the management of resources in projects funded by the ADF. The evaluation aimed to inform the design and implementation of future ADF operations. With a focus on learning, IDEV, in collaboration with four Bank departments<sup>4</sup> held an online capitalization workshop in 2023 which was attended by Bank staff from various departments/complexes responsible for ADF projects. The participants discussed the key findings and lessons of the evaluation, shared their various experiences and made proposals on actions going forward, such as addressing sustainability, engagement with project implementation units, and partnerships, while noting that some of the lessons were already being implemented.

### *Capitalization Workshop on the Implementation of Bank NSOs: Knowledge event for Bank staff*

In 2022, IDEV delivered an [Evaluation of the AfDB's Implementation of its Non-Sovereign Operations \(NSOs\)](#) for the period 2014–2020. The evaluation served to inform the implementation of the new Bank Private Sector Development Strategy for 2021–2025. In 2023, IDEV and the NSO and Private Sector Support Department jointly organized an online capitalization workshop which was attended by 150 Bank staff from various departments/complexes



Jacqueline Odula-Lyakurwa,  
Lead Analytic Officer,  
NSO and Private  
Sector Support  
Department

The NSO Capitalization workshop was timely as the department was preparing the implementation plan for the 2021–2025 Private Sector Development Strategy. We fielded and received candid questions, lessons, and ideas on ways to improve the robustness of the implementation plan.

in HQ and the regional and country offices. The participants discussed the evaluation's findings and lessons at length, shared insights from their experiences with NSOs, and proposed actions around strengthening coordination and collaboration within the NSO ecosystem.

### *Knowledge event on "Improving the sustainability of development interventions: What will it take?"*

IDEV has noticed a concerning trend on the sustainability of Bank-supported interventions: out of 72 independent evaluations it conducted over the past five years, there were 40 noted shortcomings in sustainability. And despite these findings being raised by IDEV, there has been little observable improvement in the sustainability of Bank-supported interventions. Therefore, IDEV convened a half-day knowledge event in November 2023, in hybrid format, to discuss about what can be done differently by the AfDB, RMC governments, and other development partners for development results to last.

The event comprised two-panel discussions, on financial sustainability and on institutional sustainability, and was punctuated by two presentations of practical examples and of best practices for infrastructure development and its financing. The event also drew on the knowledge and experience of experts from within the AfDB and government agencies of the RMCs, namely Benin, Côte d'Ivoire, Ethiopia, Ghana, and Tunisia.

It emerged from the discussion that the Bank should intensify its efforts to ensure the sustainability of its interventions. There is a need to adapt and apply more innovative tools and measures to ensure financial sustainability. Regarding institutional sustainability, it is crucial to pose pertinent questions when preparing projects. It was stressed that within diverse contexts and cultures, clarity in defining capacity building is essential and should be considered in discussions on institutional sustainability. Participants were advised to reflect on the progress made in terms of sustainability. Looking towards the future, considering risks and opportunities underscores the importance of sustainability. In addition, it was highlighted that incorporating community knowledge when initiating a project or program is vital for its sustainability.

### **Key take-aways from the knowledge event on sustainability**

#### *On Financial sustainability*

- | Community engagement in projects is key to ensuring financial sustainability.
- | There is need to reflect on innovative financing strategies to address sustainability.
- | Public-private partnerships have proven to be successful in managing resources after project completion.
- | Financial compensation for those affected by infrastructure projects remains a burden for RMCs. This must be pragmatically addressed in the project planning phase.

#### *On Institutional sustainability*

- | Projects need to include a clear framework for institutional capacity strengthening.
- | Trainings should be tailored to cover the entirety of the program/project.

<sup>4</sup> The Resource Mobilization and Partnerships Department (FIRM), the Transition States Coordination Office (RDTs), the Development Impact and Results Department (SNDR) and the Portfolio Monitoring and Delivery Department in the Regional Development, Integration and Business Delivery Complex (RDSA).



## IDEV webpage showcasing evaluative evidence of private sector-led growth in Africa

The AfDB Annual Meetings in 2023 provided a framework for the AfDB to deliberate on mobilizing private financing domestically and internationally. The meetings focused on harnessing natural capital to bridge the climate financing gap and promoting the transition to green growth in Africa. What are Africa's challenges in attracting private sector financing of development initiatives, such as low-carbon investments, and what practical policies can governments deploy to address these bottlenecks? IDEV contributed to the discourse by putting together a [knowledge platform](#) with relevant and actionable knowledge gained from evaluations. These include IDEV's evaluations of private sector-led development in Africa, presentations, and blog articles, among others. ■

- | Evaluation of the AfDB's Implementation of its Non-Sovereign Operations (2014–2020)
- | Evaluation of the Ex-Ante Additionality and Development Outcome Assessment Framework 2.0 (2015–2020)
- | Evaluation of the AfDB's Private Sector Development strategy (2013–2019)
- | Evaluation of Loan Syndication at the AfDB (2008–2019)
- | Synthesis Report on the Validation of Expanded Supervision Reports (2014–2019)
- | Evaluation of the Bank's Role in Increasing Access to Finance in Africa – Thematic Evaluation (2011–2018)
- | Evaluation of the AfDB's Role in Increasing Access to Finance in Africa – Project Cluster Evaluation (2011–2018)
- | Evaluation of the Bank's utilization of the Public Private Partnership Mechanism (2006–2017)
- | Evaluation of the AfDB Group's Program Based Operations: Private Sector Enabling Environment Cluster (2012–2017)
- | Do Lines of Credit attain their Development Objectives? An Evaluation Synthesis (2010–2017)
- | SME: Evaluation of Bank Assistance (2006–2013)
- | Independent Evaluation of Bank Group Equity Investments (2013)







# Leveraging Knowledge to Promote an Evaluation Culture

Promoting an evaluation culture within the Bank, on the African continent, and more broadly is one of IDEV's three core objectives and an instrumental aspect of its work. In 2023, IDEV focused its activities in this area on strengthening the capacity of various stakeholders, establishing and nurturing existing strategic partnerships, and enhancing learning from evaluations through knowledge-sharing. It also produced its annual Management Action Record System (MARS) report to monitor the implementation of evaluation recommendations.

## Capacity Development

In 2023, IDEV's initiatives focused on enhancing, advancing, and facilitating the supply, demand, and utilization of evaluation knowledge in policy and decision-making both within the Bank and across the Bank's RMCs through various instruments that enhance evaluation culture.

Within the Bank, IDEV provided practical and hands-on training programs to its staff to strengthen their knowledge, skills, and competencies, thereby facilitating their work. These training sessions covered a range of topics, including Effective Hybrid Work, Building Complexity into Development Evaluation, Project Management and Planning, as well as Communication and Collaboration, among others.

Outside the Bank, in line with its support to the African Parliamentarians' Network on Development Evaluation (APNODE<sup>5</sup>), IDEV continued to host the APNODE Secretariat, and actively supported the organization of the 8th APNODE Annual General Meeting (AGM) and the election of a new Executive Committee for the 2023–2025 term. The APNODE AGM, which was held virtually over three days, was themed "Rethinking Integration & Trade in Africa: What Role Should National Parliaments Play?" and featured two high-level panel sessions: "Rethinking Integration & Trade: How Should African Parliaments Lead?" and "MPs Planning for the Unforeseeable: Is Evidence-Use the Panacea?" In addition, a training was provided on "Leveraging Evaluation to Enhance Policymaking" for the Members of Parliament who were in attendance.

Committed to strengthening the evaluation capacities of various stakeholders on the African continent, IDEV supported the participation of two parliamentarians and four young emerging evaluators at the Forum International Francophone de l'Évaluation (FIFE 2023), held in Luxembourg, with the theme "Evaluation and the Digital Revolution." The conference was co-organized by the Réseau Francophone de l'Évaluation (RFE), one of IDEV's strategic partners, and the Société Luxembourgeoise d'Évaluation et de la Prospective (SOLEP).

<sup>5</sup> A network aimed at developing the capacity of African parliamentarians to demand and utilize evaluation to enhance decision making and policymaking for transformative development.



In addition, IDEV collaborated with CLEAR-FA to organize a Regional Roundtable themed “Evaluation as a Tool for Public Policy Embeddedness in the WAEMU Region: State of Art and Perspectives.” This event garnered support from key partners including the Ministry of Planning and Development of Côte d’Ivoire, the West African Development Bank (BOAD), the French Development Agency (AFD), the International Initiative for Impact Evaluation (3ie), and the United Nations Children’s Fund (UNICEF). The event aimed to increase synergy between the various evaluation stakeholders within the West African Economic and Monetary Union (WAEMU) region to accelerate the fostering of an evaluation culture for better home-grown development policies.

## Strategic Partnerships

IDEV continued to deepen partnerships with various organizations within the wider evaluation ecosystem to enhance evaluation capacity development across the African continent. This involved collaborating with and providing technical support to several entities, including CLEAR-AA/ CLEAR-FA, the Global Evaluation Initiative, Twende Mbele,<sup>6</sup> the Evaluation Platform for Regional African Development Institutions (EPRADI)<sup>7</sup>, EvalPartners, and the African Evaluation Association (AfREA).

At the global level, IDEV fulfilled the rotating chairmanship of the Evaluation Cooperation Group (ECG) in 2023. The ECG convenes the independent evaluation offices of the main International Financial Institutions to collaborate on harmonizing and strengthening the use of evaluations across all aspects of multilateral assistance. As chairperson of the ECG, IDEV successfully organized two meetings at the Bank’s premises in Abidjan. As part of these meetings, learning events were arranged for staff members of the ECG member organizations.

IDEV also continued to participate in meetings of the OECD/EvalNet, joining its working group on climate change, and participating in the COVID-19 Global Evaluation Coalition.

### ECG Webinar: Evaluating Organizational Decentralization: Insights from IFAD and AfDB

IDEV partnered with IFAD to hold a webinar titled “Evaluating Organizational Decentralization: Insights from IFAD and AfDB.” The session, held on the sidelines of the ECG Fall Meeting, was an opportunity for members of the ECG to deliberate on the methodologies and findings of evaluations of organizational decentralization, featuring real-world applications from IFAD and AfDB.

## Knowledge-sharing

IDEV continued to produce a variety of knowledge products such as briefs, highlights, and lessons notes setting out the key findings, lessons and recommendation from the evaluations that it had completed, and to implement a targeted dissemination plan for each evaluation. It also championed learning from evaluations for development effectiveness by fostering knowledge and experience sharing within the Bank, with its RMCs, and globally.

<sup>6</sup> A peer-to-peer learning partnership on M&E among six African governments comprised of Benin, Ghana, Kenya, Niger, South Africa, and Uganda; and institutional partners (CLEAR-AA and IDEV).

<sup>7</sup> A regional community of practice aimed at promoting an evaluation culture and advancing evaluation to strengthen organizational results among sub-regional development finance institutions in Africa.

## PCR and XSR validation Capitalization Workshop: Knowledge event for Bank staff

In 2022, IDEV independently validated 126 PCRs and 16 XSRs, which had been prepared by Bank operations staff, for the period 2020–2021 and produced a [Synthesis Report](#) from these validations. The synthesis drew lessons to contribute to learning so as to strengthen the evaluation culture within the Bank (both self-evaluation and independent evaluation). In 2023, IDEV and two other Bank departments (Development Impact and Results Department, and Non-Sovereign Operations and Private Sector Support Department), jointly organized capitalization workshops which gathered 150 Bank staff from various departments in the headquarters and the regional and country offices to discuss the results of the validation synthesis, and to exchange views. The participants also heard from the field experiences of an investment officer and task manager in preparing these reports.

## gLOCAL

IDEV actively participated in the gLOCAL 2023 Evaluation Week, an annual initiative organized by the Global Evaluation Initiative along with various global partners. It represents a series of events meant to foster knowledge sharing, networking, and learning among the evaluation community, focusing on how global knowledge and evaluation practices can be adapted and applied in local contexts effectively. Themed “the Future of M&E: Culture, Context, and Collaboration,” IDEV hosted two sessions, as follows:

### gLOCAL Session: Lessons for future crisis response from the evaluation of the AfDB’s response to the COVID-19 pandemic

IDEV partnered with the COVID-19 Global Evaluation Coalition and the World Health Organization for a panel discussion titled “**Lessons for future crisis response from the evaluation of the AfDB’s response to the COVID-19 pandemic.**” The primary purpose of this learning event was to share lessons for future crisis response, based on knowledge and reflections from the [evaluation of the AfDB’s response to the COVID-19 pandemic](#) and the views and experiences of other international organizations and partners through the COVID-19 Global Evaluation Coalition. The event provided an opportunity to share findings, lessons, and recommendations that will inform future responses to crises. In addition, the event aimed to foster a better understanding of crisis response that can also inform and provide lessons on how other development partners operate in the region when responding to large-scale crises such as a pandemic.



Megan Kennedy-Chouane,  
OECD/DAC  
Evaluation Network  
Secretariat

Decision makers use the lack of evidence/data as an excuse to not have any data or evidence in their decision-making. The perfect should not be the enemy of the good. If there is enough data, this should guide decision-making. The COVID-19 pandemic showed that there should be a willingness to revisit the decisions as more data becomes available. ”



## gLOCAL Session: Moving forward together: the benefits of the Twende Mbele initiative on M&E practice in Africa

IDEV partnered with the Twende Mbele Secretariat to organize a session titled **“Moving forward together: The benefits of the Twende Mbele initiative on M&E practice in Africa.”** Twende Mbele is a peer-to-peer learning partnership on Monitoring and Evaluation (M&E) among six African governments (Benin, Ghana, Kenya, Niger, Uganda, and South Africa), with two regional evaluation capacity development partners (CLEAR-AA and IDEV). During the session, representatives from Benin, Ghana, and Uganda shared their experiences in building and sustaining peer-learning collaborations to strengthen their national M&E systems, enhance governments' accountability to citizens, and improve development outcomes.

“Becoming a member of the Twende Mbele family has been of immense help in trying to institutionalize the M&E practice in Ghana. This collaboration allowed Ghana to learn from what was happening in other African countries, especially Uganda and South Africa. It's important to understand each country's context regarding policy management, level of development, and the number of reforms. This context guides the entry point when starting to develop/strengthen the M&E system, and also the different approaches to adopt. Some countries have a strong link between evidence, research and parliament, while others don't. For some countries, management of M&E is under the Office of the President, or Office of the Prime Minister, while others have this function under the Ministry of Finance or the National Planning Commission. So who holds the power to convene the government is important.”

**Dr. Andrew Asibey**, Senior M&E Advisor: Monitoring and Evaluation Secretariat in the Office of the President, Republic of Ghana



## Monitoring the implementation of evaluation recommendations

To improve accountability and enhance evaluative learning within the Bank, IDEV annually produces MARS reports, which assess the Bank's progress in adopting<sup>a</sup> recommendations from IDEV's evaluations. In 2023, IDEV delivered two reports, covering 2022 and 2023, respectively. The [2022 MARS report](#) reviewed the Bank's progress in following up on 147 recommendations from 47 IDEV evaluations, leading to 383 actions, while [the 2023 MARS report](#) reviewed the Bank's follow-up of 182 recommendations from 53 evaluations leading to 490 actions. IDEV observed an improvement in the alignment of action plans with recommendations, maintaining a 96 percent achievement rate in both 2022 and 2023. Implementation rates rose to 67 percent in 2022 and slightly improved further in 2023. However, adoption levels remained low in both years due to lack of timeliness in the implementation of actions. IDEV proposed retiring 39 recommendations from 17 evaluations in 2022, and 65 recommendations from 27 evaluations in 2023, all of which were fully implemented and beyond their target completion dates by over two years. ■

<sup>a</sup> “adoption” is a function of both the level of alignment of the Management actions with the evaluation recommendations and the level of (timely) implementation of the actions

## Evaluators' voices



Bold and ambitious strategies should be backed up with systems, resources and incentives.

**May Mwaka**, on the Mid-term Evaluation of the Bank's Strategy for Jobs for Youth in Africa

“The project's life-saving impact was clear. By enhancing emergency obstetric care and skilled birth attendance, the project contributed to reducing maternal and infant mortality in Tanzania, giving mothers and their babies a healthier start.”

**Eustace Uzor & Racky Balde**, on the Support for Maternal Mortality Reduction Project in Tanzania impact evaluation



Involving a wide range of stakeholders was crucial for meaningful conclusions and recommendations to be drawn for the evaluation report. The stakeholders included Bank staff, government officials, private sectors, CSOs, development partners, local elders, and direct beneficiaries.

**Girma Kumbi**, on the Kenya Country Strategy and Program evaluation

“Country specificities matter. By considering the country specificities - a small Island state with a population of 200,000, the economy, the market size, and the human and resource capacities - the Bank could have better tailored its assistance in São Tomé and Príncipe for better results.”

**Akua Arthur-Kissi**, on the São Tomé and Príncipe Country Strategy and Program evaluation







Maximizing the Bank's impact potential entails better alignment of the country program with the resources available in Tanzania's post-covid and reclassification context.

**Samson Houetohossou**, on the Mid-Term Evaluation of the Tanzania Country Strategy Paper

”

“ The satisfactory implementation of the recommendations following the evaluation of Eswatini's 2009-2018 CSP facilitated advancements in implementing the current 2020-2024 CSP, despite challenging conditions at both country and Bank levels, and external shocks.

**Eric Kere**, on the Validation of the Mid-Term Review of the Eswatini Country Strategy Paper

”



“ The evaluation highlighted the technical quality of the Bank's ESW and identified areas for improvement, particularly in the planning and preparation process and results. It should contribute to better coordination of the ESW planning and preparation process across the Bank, strengthening their relevance and usefulness for the Bank and the RMCs.

**Clément Banse**, on the evaluation of the AfDB's Economic and Sector Work, Phase 2

”

“ The evaluation synthesis was able to consolidate evidence on the design and implementation of PFM interventions. Lessons emerged on measurement and how contextualization is critical for achieving results.

**Leticia Taimo**, on the Public Financial Management evaluation synthesis

”



## Looking Ahead

IDEV moves into 2024 preparing to undertake a significant workload, as outlined in its 2022–2024 Work Program. The year is set to be busy, with the initiation of 13 new evaluation products, covering a broad range of topics and evaluation types. These include one project cluster evaluation, one impact evaluation, four country and regional strategy evaluations, three sector/thematic evaluations (including IDEV's first rapid evaluation), two corporate evaluations, and one evaluation synthesis. In addition, IDEV will deliver the 2024 annual MARS report as well as the validation of up to 65 PCRs and 25 XSRs and a biennial validation synthesis report. It also intends to organize the biennial AfDB Development Evaluation Week.

IDEV goes into 2024 with four vacant positions to fill, to address delays in delivery of evaluations experienced in the previous year. Furthermore, IDEV is investing in the training of its staff in modern technologies, such as Artificial Intelligence, Machine Learning, Satellite Imagery, Remote Sensing, and Geographic Information Systems, and soft skills such as intergenerational communications. The application of these technologies and skills is expected to further improve the depth and quality of IDEV's work.

The year 2024 will be the last year of IDEV's current three-year Work Program. In this regard, consultations will be held with the Bank's Board, senior management and staff to prepare the proposal for the new Work Program 2025–2027, for discussion with CODE and approval by the Board before the end of the year.

With the Bank expected to start implementing its new Ten-Year Strategy in 2024, IDEV is set to provide the Bank with the necessary insights from evaluative knowledge to reinforce the Bank's efforts in supporting the sustainable economic development and social progress of its RMCs. ■







# ANNEXES

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# Status of implementation of IDEV work program as at 31 December 2023

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

Type of evaluation	Work Program Year	Status as of 31 December 2023
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### Project cluster evaluations

Management of Resources in ADF-funded Projects*	2021	Completed
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### Impact evaluations

Public Finance Modernization Support Project – DRC*	2020	Completed
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### Country/Regional evaluations

Mauritania country strategy and program evaluation	2019	Completed
Niger CSP MTR validation*	2021	Completed
Equatorial Guinea CSP MTR validation*	2021	Completed
São Tomé and Príncipe country strategy and program evaluation	2021	Completed

Type of evaluation	Work Program Year	Status as of 31 December 2023
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### Sector/Thematic evaluations

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

### Corporate evaluations

Evaluation of Counterpart Funding	2021	Ongoing
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### Evaluation syntheses

Promoting Inclusive Growth*	2020	Completed
Support for Agriculture and Agribusiness Growth and Productivity	2021	Delivered

\* Delivered in 2022, presented to CODE or distributed to Board for information in 2023

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



## Implementation progress of evaluation products for the work program period 2022–2024

Type of evaluation	Work Program Year	Status as of 31 December 2023
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### Validations

Synthesis Report of 2020–2021 PCR and XSR Validations	2022	Completed
2022 PCR and XSR validations	2023	Completed
2023 PCR and XSR validations	2023	Ongoing
2022–2023 PCR and XSR Validation Synthesis Report	2024	Planned

### Project cluster evaluations

Technologies for African Agricultural Transformation, Phase I	2022	Completed
Bank rail and aviation projects	2023	Ongoing
Governance Institutional Support Projects in Zimbabwe	2024	Planned

### Impact evaluations

The Support for Maternal Mortality Reduction Project in Tanzania	2022	Delivered
A Jobs for Youth Project	2024	Planned

Type of evaluation	Work Program Year	Status as of 31 December 2023
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### Country/Regional evaluations

Tanzania CSP Mid-Term Evaluation	2022	Completed
Eswatini CSP MTR Validation	2022	Completed
Kenya country strategy and program evaluation	2022	Completed
Liberia country strategy and program evaluation	2022	Ongoing
Sudan country strategy and program evaluation	2022	Could not be undertaken due to country conditions
Namibia country strategy and program evaluation	2023	Ongoing
Sierra Leone country strategy and program evaluation	2023	Ongoing
RISP North mid-term evaluation	2023	Ongoing
The Regional Integration Framework (2018–2025)	2024	Planned
Gambia country strategy and program evaluation	2024	Planned
Mid-Term Evaluation of the Botswana CSP (2022–2026)	2024	Planned
Validation of the Completion Report of the South Sudan CSP (2022–2024)	2024	Planned

### Sector/Thematic evaluations

Economic and Sector Work	2022	Delivered
Mid-Term Evaluation of Results Based Financing Policy (2017)	2022	Ongoing
Transport Sector Evaluation	2023	Ongoing
Bank's Support for Economic Diversification	2023	Ongoing
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 as of 31 December 2023
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Corporate evaluations

HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management)	2022	Ongoing
HR Evaluation 2 (Workforce planning & Incentive structure)	2022	Ongoing
Bank's Decentralization	2023	Ongoing
Implementation of the One Bank Approach	2023	Ongoing
Implementation of GCI-VII commitments	2024	Planned
Nigeria Trust Fund (NTF)	2024	Planned

Comparative studies & evaluation syntheses

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

IDEV MARS Report

IDEV MARS Report 2022	2022	Completed
IDEV MARS Report 2023	2023	Completed
IDEV MARS Report 2024	2024	Planned

Summary of IDEV evaluations delivered in 2023



Project Cluster Evaluations



Project Cluster Evaluation of the AfDB's Technologies for African Agriculture Transformation (TAAT) Program – Phase I

What did IDEV evaluate?

IDEV conducted a project cluster evaluation of the AfDB's Technologies for African Agricultural Transformation (TAAT) Program Phase I over the 2018–2021 period. The main goal of TAAT-I was to deploy proven agricultural technologies to raise the productivity and production of selected agricultural commodities. The three inherent priorities were: creating an enabling environment, facilitating effective technology delivery; and raising agricultural production and productivity. The purpose of this evaluation was to provide the Board and Management of the Bank, TAAT Execution Agents, Implementation Partners, and RMCs with findings, lessons and recommendations that will strengthen the implementation of the TAAT-II program, the African Emergency Food Production Facility and other future related Bank programs and initiatives. The evaluation assessed the relevance, coherence, effectiveness, efficiency, and sustainability of the TAAT-I program, drawing lessons and best practice from different compacts and contexts. It covered all nine commodity compacts, and for each commodity compact it also examined all applicable six enabler compacts in seven purposively sampled countries.

What did IDEV find?

- I The relevance of the TAAT-I agricultural development and transformation program was satisfactory, as the program was aligned and coherent with strategies and initiatives of the Bank, as well as the priorities and needs of RMCs.
- I The evaluation found that TAAT-I's design was complex and over-ambitious. With nine commodity compacts and six enabler compacts, the program's scope was broad; with 29 countries, its geographic coverage was vast; and with more than 300 partners, its implementation model was complex.
- I The evaluation found that TAAT-I's success at leveraging resources from other development partners was inferior to that of similar, AfDB country office-led programs, which attracted up to 45 percent of their resources in this way. This was due to the limited degree to which the program coordinated its activities with development partners and government stakeholders in RMCs.
- I The evaluation assessed the program as satisfactory with respect to coherence. However, AfDB Country Offices had limited involvement during implementation because the program was centrally coordinated from the Headquarters.



- With respect to effectiveness, the evaluation found that despite progress on TAAT-I's outputs, the limited scale and duration of TAAT-I's interventions made it difficult to assess progress on outcomes, among others because of the weakness of TAAT-I's M&E system and the complexity of attributing the results: that is, the difficulty of assessing how much of the results were due to TAAT-I and how much they were due to other agriculture programs.
- At both the regional and the national level, TAAT-I was found effective in advancing policy reforms and regulations for the adoption of the technologies promoted by the program.
- The evaluation also found that TAAT-I did not effectively leverage the capacity of implementing partners—especially the CGIAR centers, national research centers, and universities—to deploy complementary, independent systems to collect data and monitor the achievement of outcomes and impacts.
- Progress in creating an enabling environment technology and delivery of infrastructure was hampered by challenges in resource allocation and disbursements.
- The evaluation found mixed results for the program's contribution to increased agricultural production and productivity.
- The evaluation found the sustainability of the program's results to be promising but limited.

#### What lessons did IDEV draw?

- Bank-supported operations executed and implemented by third-party organizations need strong linkages and coordination with AfDB Country Offices to engage effectively with RMC institutions and other stakeholders if they are to influence policies and strategies.
- A simple and agile program design is vital for efficient implementation and the achievement of results.
- The private sector's participation in commodity compacts is critical to scaling-up and sustainability.
- Beyond the adoption of technology, support services are critical for agricultural transformation and modernization, especially when programs target youths and other vulnerable populations.
- Strong links with research and effective feedback mechanisms are critical to continuously update technology catalogues and meet farmers' demands for improved technologies.

#### What did IDEV recommend?

- Strengthen the design and implementation arrangements for TAAT-II and future related programs.
- Pursue increased private sector participation in TAAT-II and related agriculture operations.
- Strengthen the monitoring, evaluation, and learning systems of TAAT-II and future related programs by integrating the design of a monitoring, evaluation, and learning system from the onset and providing adequate resources, both human and financial to operationalize the system in a timely fashion.

#### What did Management respond?

Management welcomed IDEV's project cluster evaluation of TAAT-I. The evaluation revealed the positive impact as well as shortcomings of the program, identified lessons learned and provided valuable recommendations that management noted for improving the design and implementation of future Bank interventions in the agriculture sector, and particularly during TAAT-II implementation (2022–2025). TAAT-II is already taking on board the recommendations and lessons learned provided in the evaluation.

#### Evaluation Task Manager

**Andson Nsune, Principal Evaluation Officer, IDEV 1**



## Impact Evaluations



### Impact Evaluation of the AfDB-funded Support to Maternal Mortality Reduction Project in Tanzania

#### What did IDEV evaluate?

IDEV conducted an impact evaluation of the AfDB-funded Support to Maternal Mortality Reduction Project (SMMRP) in the United Republic of Tanzania covering the period 2006–2015. The project was approved at about US\$65.75 million, with the Government of Tanzania contributing 10 percent. The project's expected medium-term outcome was to reduce maternal and neonatal morbidity and mortality, while its expected longer-term outcome was to improve the health and well-being of Tanzanians through funding the rehabilitation of health and training facilities, medical equipment, and in-service training for health workers.

The project covered three regions on the mainland and three regions on Zanzibar Island. IDEV assessed the overall impact of all SMMRP components on selected development outcomes such as access and utilization of maternal and child health services, maternal and newborn health, and maternal deaths and infant mortality.

#### What did IDEV find?

- The evaluation found the achievement of the project's planned outputs to be mixed: poor on the mainland, but very good in Zanzibar. At the same time, all the planned outcomes of the project have been achieved, although not all were achieved at the time of the project's closure.
- With regard to the net effect of the Bank support on access and utilization of maternal and child health services, the SMMRP was found to have increased beneficiaries' access to and usage of antenatal care services in health facilities by 10.4 percent compared with the control group.
- The project positively impacted facility deliveries by increasing them by 4.5 percent compared with the control group. It also boosted skilled delivery and emergency obstetric care by 3.1 and 26 percent, respectively.
- There is evidence that the SMMRP resulted in higher quality of maternal and childcare services across the mainland and Zanzibar in all facility types. However, the evaluation also noted an affordability issue to use the services.
- The SMMRP had a positive and significant impact on maternal and child health (MCH) knowledge regarding breastfeeding but did not significantly improve women's MCH knowledge across most other assessed indicators.
- In terms of maternal mortality, the project did not meet its objective to reduce maternal deaths from 578 per 100,000 live births at baseline to 265 by project closure in 2015; however, the target was met by 2022. The infant mortality rate target was achieved on time, with particularly significant declines observed in two of the targeted regions on the mainland.
- The SMMRP indirectly improved staffing in health facilities, attributed to the project's investment in staff housing, which helped attract medical staff to remote areas and enhanced their ability to respond to emergencies after work hours.
- The evaluation found that educational attainment, household wealth, and the gender of the head of the household are statistically significant factors that affect the use of health care services and play a role in improving maternal and child health outcomes.



- I An unintended impact of the project was that due to limited supply and increasing demand for MCH services, women are more likely to pay to give birth or to buy drugs at health facilities supported by the SMMRP. Women from wealthier households are significantly more likely to make use of the services – poorer households faced access barriers.
- I Project implementation faced several challenges, including issues with civil works contracts on the mainland and inefficiencies in project supervision due to the vastness of covered regions. In contrast, Zanzibar saw all planned facilities delivered within the initial deadline.
- I The sustainability of the project's outcomes over the long term is questionable. Despite some health facilities being of high quality, issues such as insufficient human resources and medical equipment hamper their full functionality.
- I The project covered most of the components that are relevant to maternal and child health. Nonetheless, the SMMRP did not consider other factors that could affect the uptake of maternal and health services such as demand side factors.

#### What lessons did IDEV draw?

- I Using an integrated approach to health interventions can yield greater benefits than focusing solely on health infrastructure.
- I Providing staff housing is critical for retaining staff in remote areas and ensuring their availability for emergency MCH services, thus amplifying the positive impact of health infrastructure investments.
- I Effective project management is critical for successful project outcomes.
- I Putting in place a sustainability plan from the inception of a health infrastructure investment is critical to ensuring the long-term sustainability of its outcomes.
- I Development partner coordination enhances support to countries by ensuring coherence and promoting synergy.

#### What did IDEV recommend?

- I Enhance the Bank's Integrated Approach to Quality Health Infrastructure Investments to foster development impact and improve beneficiaries' quality of life.
  - Integrating ancillary works/mixed investment into health infrastructure projects wherever relevant.
  - Taking into account both the provision (supply-side) and utilization (demand-side) of healthcare services when designing Bank health interventions.
  - Ensuring that supported health infrastructures are provided with adequate skilled staff and appropriate equipment.
- I Strengthen implementation and sustainability of the Bank's health infrastructure interventions by:
  - Incorporating strong governance and management arrangements in Bank health infrastructure interventions to oversee implementation and supervision.
  - Integrating a realistic financial sustainability plan from the beginning of interventions.

#### What did Management respond?

Management welcomed the findings, lessons and recommendations of the impact evaluation, noting that the evaluation was timely because the rollout of the Bank's Strategy for Quality Health Infrastructure in Africa (SQHIA, 2022-2030) was gaining momentum. The lessons learned would continue to support improvements in the formulation, design, and implementation of future projects under the SQHIA.

#### Evaluation Task Managers

**Eustace Uzor, Evaluation Officer, IDEV.1** and **Racky Balde, Evaluation Officer, IDEV.1**



## Country Strategy and Program Evaluations



### Kenya: Evaluation of the AfDB Country Strategy and Program (2014–2023)

#### What did IDEV evaluate?

IDEV evaluated the AfDB's country strategies and programs in Kenya for the period 2014–2023. The evaluation aimed to inform the design of the next CSP for 2024–2028. It had three objectives: (i) assessing the Bank's contribution to Kenya's development results; (ii) identifying what worked, what did not work and why in the Bank's programs; and (iii) making recommendations for future strategies and programs.

#### What did IDEV find?

- I The Bank's support in Kenya was relevant, aligning well with the country's Vision 2030 and its Medium-Term Plans (MTPs). However, the CSP2019–2023 set overambitious objectives, particularly in promoting structural transformation through industrialization.
- I In terms of strategy and program coherence, the Bank's approach was rated satisfactory. Significant internal synergy was noted within each supported sector. Despite this, there was a noted weakness in cross-sectoral collaboration, which hindered the maximization of synergies and overall portfolio coherence.
- I The effectiveness of the Bank's strategies and programs also received a satisfactory rating. Notably, interventions in the transport and energy sectors successfully reduced costs, crucially supporting private sector activity and further industrialization. However, in the water supply and sanitation (WSS) sector, the achievements were below targets. While lines of credit in the finance sector were relevant and largely beneficial to small and medium enterprises (SMEs), there was a limited focus on micro-enterprises.
- I Regarding knowledge and policy advice, the Bank's policy dialogue in Kenya primarily addressed fiscal risks and debt management. However, the full potential of this dialogue, especially in relation to Program-Based Operations (PBOs), was not fully realized.
- I The Bank successfully mainstreamed gender considerations across its interventions, though some areas showed room for improvement. Its contributions to environmental preservation and climate change mitigation, particularly through a focus on clean renewable energy, were noteworthy.
- I The sustainability of the Bank's interventions, especially in infrastructure and equipment, was technically sound. However, concerns were raised about the financial capacity for maintenance in certain sectors, leading to an overall sustainability rating of satisfactory.
- I Lastly, the efficiency of the Bank's strategies and programs was deemed partly unsatisfactory. This rating was mainly attributed to delays in project start-up and implementation, indicating areas where improvement is needed to enhance overall efficiency.



### What lessons did IDEV draw?

- Job creation and industrialization as strategic objectives were overly ambitious with a program having provided under 0.2 percent of GDP in annual approvals.
- Strong counterpart involvement, an emphasis on strategic investments, and long-term engagement in infrastructure sectors led to impressive results.
- Start-up and implementation delays have long hindered project efficiency in Kenya, but experience shows that private sector involvement can enhance efficiency in infrastructure delivery.
- Strong cross-sectoral dialogue and coordination with all development stakeholders are crucial for the employment prospects of skills' trainees.
- The Kenyan finance context is conducive to private sector development but does not sufficiently cater to micro-entrepreneurs.
- While results measurement and reporting are clear at operational level, there are shortfalls at the CSP pillar level.
- Gender mainstreaming efforts showed some success in terms of representation but lacked a comprehensive approach addressing structural gender inequity.

### What did IDEV recommend?

- Adoption of a holistic orientation in designing the Bank's country strategy, focusing on core areas like infrastructure and private sector development, and linking skills development to labor market requirements.
- Strengthen intersectoral coordination to obtain higher-level development results more effectively and efficiently.
- Develop strategic dialogue with government, education providers, and industry to catalyze private sector development and job creation.
- Integrate comprehensive progress towards higher-level CSP outcomes within the Bank's results measurement system.
- Review and redefine the Bank's approach to gender in Kenya, focusing on structural causes of gender inequality and analysis at the sector level.

### What did Management respond?

Management welcomed IDEV's evaluation of AfDB's CSP in Kenya (2014–2023). The evaluation was undertaken concurrently with Management's end-term review of the CSP 2019–2023 Completion Report. Management agrees with the evaluation's lessons, conclusions and recommendations, especially the need to optimize the development impact of Bank projects by improving their effectiveness, financial and economic sustainability, and addressing project start-up and implementation delays.

### Evaluation Task Manager

**Girma Earo Kumbi, Chief Evaluation Officer, IDEV.2**



### São Tomé and Príncipe: Evaluation of the AfDB Country Strategy and Program (2012–2022)

#### What did IDEV evaluate?

IDEV evaluated the AfDB's country strategies and programs in São Tomé and Príncipe (STP) over the period 2012–2022. This evaluation covered both the Bank's lending and non-lending operations as guided by the CSPs.

#### What did IDEV find?

- The Bank's strategies and programs in STP were rated as satisfactory in terms of relevance. The Bank's interventions were found to be well aligned with the development strategies and priorities of STP.
- The coherence of Bank-funded interventions was also rated as satisfactory. There were satisfactory interlinkages within the Bank's investment operations and between its investment and non-lending activities.
- Effectiveness was rated as satisfactory. Interventions broadly achieved a significant proportion of their planned outputs but were less successful in achieving expected outcomes.
- Sustainability was rated as partly unsatisfactory. Weaknesses were identified in economic and financial viability, institutional capacity, and stakeholder ownership.
- The Bank's non-lending activities, such as knowledge work and policy dialogue, were important for supplementing STP's small country allocation. However, mainstreaming cross-cutting issues like gender and climate change proved challenging.

### What lessons did IDEV draw?

- Persistent challenges in program implementation were related to problematic project design, especially in procurement planning and country readiness, multiple components cutting across several sectors, and inadequate supervision.
- When multiple needs compete for limited resources, strong government leadership and ownership over analytical work, policy planning, and investment planning are crucial.
- To realize the full potential of interventions in the long term, it is critical to build consensus around the Bank's strategies and pay attention to institutional capacity in project agreements.

### What did IDEV recommend?

- Enhance support for critical infrastructure development, especially in energy, and strengthen collaboration with the government and other development partners for project sustainability.
- Enhance measures to nurture and develop the business environment and lay the foundation for investing in STP's private sector, particularly small and medium enterprises.
- Address program implementation challenges by allocating adequate resources for supervision and support, enhancing dialogue with the government to minimize delays, and actively involving executing agencies and beneficiaries in the design of projects.



### What did Management respond?

Management welcomed the findings, lessons and recommendations of the evaluation and committed to use the findings and recommendations as the basis for dialogue with the government and inform the preparation of the new strategy. Management agreed with all recommendations and developed action plans to implement them in a timebound manner.

### Evaluation Task Manager

**Akua Arthur-Kissi, Principal Evaluation Officer, IDEV.2**



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

#### What did IDEV evaluate?

IDEV evaluated the country strategies and programs of the AfDB in Mauritania over the period 2011–2020. During this period, the Bank financed 24 projects worth US\$218 million, in seven sectors: industry, mines, quarries; transport; agriculture; finance; water and sanitation; social sector; and the multisector. The purpose of this evaluation was to enable the Bank's Management to: (i) report to stakeholders the outcomes achieved with the resources provided; and (ii) improve its development effectiveness by learning lessons, particularly to guide the preparation and implementation of the next Mauritania CSP for 2023–2027.

#### What did IDEV find?

- I The relevance of the Bank's strategies and programs was rated satisfactory. The anchoring of the CSP on national priorities, and alignment of the pillars and projects of the Bank with its own strategic priorities were highly satisfactory.
- I In terms of effectiveness, the Bank achieved the objectives set at the country level. However, effectiveness was partly unsatisfactory at the pillar level. Indeed, the Bank delivered or was likely to deliver only 22 out of 81 outputs, taking into consideration the adjustments adopted at mid-term. Overall effectiveness was rated satisfactory.
- I Overall, sustainability was rated satisfactory because of the projects' ability to deliver outcomes that can be continued after external funding ceases (exit strategy) and to a satisfactory level of ownership by the beneficiaries.
- I The coherence of the Bank's interventions was rated satisfactory. Of the 19 Bank projects (excluding the five emergency assistance operations), 17 complemented each other. Furthermore, all Bank projects were complementary with the operations of at least two development partners active in Mauritania.
- I The efficiency of the Bank's strategies and programs was rated satisfactory. While performance was highly satisfactory in terms of adherence to the allocated budget, and satisfactory in terms of adherence to implementation deadlines with half of the projects completed or closed in good time.
- I The mainstreaming of cross-cutting issues was rated partly unsatisfactory.

#### What lessons did IDEV draw?

- I In countries with low performance-based allocations, additional Bank resources are successfully leveraged when the regional and/or country team implements a proactive strategy.

- I The private sector is a key driver of the country's development.
- I Judicious selection of intervention sectors and a systematic articulation of Bank projects, including operations of the country's main development partners are crucial to developing an effective strategy to raise more financing and achieve national development goals.
- I Operations' effectiveness does not guarantee the achievement of the expected outcomes at the various higher levels.

#### What did IDEV recommend?

- I Improve the articulation between the targeted objectives at national and pillar levels, and the expected results of the operations programmed in the country strategy paper.
- I Ensure that the rhythm of two supervisions per year is adhered to.
- I Foresee mechanisms that ensure the sustainability of benefits right from the design of Bank operations and monitor their effective implementation.
- I Improve the mainstreaming of cross-cutting issues in the CSPs and the Bank's operations.

#### What did Management respond?

Overall, Management welcomed the results of IDEV's evaluation. Management agreed with the evaluation's lessons, conclusions, and four main recommendations, which were consistent with the findings of project monitoring and supervision missions and portfolio performance reviews. The evaluation recommendations informed the design of the new country strategy for the 2023–2027 period and guided the implementation of current operations.

### Evaluation Task Manager

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



### Eswatini: Validation of the Mid-Term Review of the CSP 2020-2024

#### What did IDEV validate?

IDEV validated Management's MTR of the CSP 2020–2024 for Eswatini. The purpose of the validation note was to provide the Bank's Board of Directors and Management with a credible, independent assessment of the MTR report of Eswatini's 2020–2024 CSP. This was done by examining the robustness of the evidence provided on the progress made at mid-term and assessing the status of implementation of agreed recommendations from the [Eswatini 2009-2018 country strategy and program evaluation](#) by IDEV. The validation reviewed the progress made in the implementation of operations under the current CSP

(2020–2024) at mid-term, which included operations approved during the previous CSP cycle (2014–2018) whose implementation continued during this CSP. The total portfolio value in 2022 was about US\$ 455.6 million.

#### What did IDEV find?

- I Overall, the validation found the quality of the MTR to be of good quality as it tracked the implementation of the Bank's projects and provided an overview of the state of the portfolio at mid-term.



- | The validation found the Bank's strategic orientation through its CSP 2020–2024 for Eswatini was well aligned with the country's development priorities and strategy, and the Bank's strategies and priorities.
- | The MTR validation rated effectiveness as partly unsatisfactory, despite progress in achieving results compared with the findings of the last [IDEV country strategy and program evaluation in 2019](#). Conclusive results were observed but were deemed insufficient to achieve the objectives set by the CSP.
- | The validation assessed the efficiency of the Bank's interventions in Eswatini as partly unsatisfactory. Interventions suffered from implementation delays, including those due to unpredictable factors such as the COVID-19 pandemic.
- | The likelihood of sustainability was assessed as satisfactory. The validation found that the sustainability of Bank interventions had strengthened over time due to the collaboration between the Government and the Bank. However, at the time of the validation the planned actions had not yet been fully implemented. If they were well implemented, tangible results were likely to be observed.
- | The validation found that the MTR report presented a comprehensive description of the context in which the CSP is being implemented, which enabled a deeper understanding of the challenges and impediments that hampered the successful execution of the Bank's program in Eswatini.

#### What lessons did IDEV draw?

IDEV validated the lessons from the MTR and drew a few strategic and operational lessons from the exercise, as below:

- | Adequate monitoring and evaluation of the implementation and the mid-term results requires clearly defined outputs and outcome targets at mid-term.
- | The lack of clear rating of the various criteria (relevance, coherence, effectiveness, efficiency, etc.) in the MTR makes validation difficult.
- | Failure to sufficiently take into account the risk of inflation and/or the risk of depreciation in the financing of projects in local currencies may generate additional costs, possibly leading to delays and/or the partial (or total) cancellation of projects. It is important to reconcile the management of the inflationary risk of imports with the desire of the Government to take loans in local currency in order to reduce the exchange risk of Swaziland Lilangeni indexed to the South African Rand (which is very volatile).
- | The Bank would benefit from greater realism in defining project implementation timeframes (such as the length of approval processes and delegation of authority within the Government).

#### Evaluation Task Manager

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



### Tanzania: Mid-Term Evaluation of the AfDB's Country Strategy and Program (2021–2025)

#### What did IDEV evaluate?

IDEV undertook an MTE of the Bank's CSP for Tanzania for the period 2021–2025, as of March 2023. The CSP is structured around two priorities: (i) sustainable infrastructure for a competitive economy; and (ii) an improved private sector business environment for job creation. The MTE mainly sought to assess the implementation and performance of the CSP thus far, and provide recommendations to the Bank Management to adjust, as necessary, the design and implementation of the CSP in Tanzania during its remaining period.

#### What did IDEV find?

- | In terms of relevance, the Bank's strategy and programs were well-designed, and aligned to Tanzania's national and sectoral development plans, including the ongoing third Five-Year Development Plan, as well as the Bank's strategies and the High 5s.
- | Shortcomings were noted in some sectors particularly agriculture and governance, where there were discrepancies between the CSP's strategic orientations and actual implementation.
- | Regarding the coherence, the interventions were found to generally demonstrate positive synergy, although there were instances of limited internal synergy in some intervention designs.
- | When it comes to effectiveness, despite limited materialization of the indicative operational program (IOP) thus far, most ongoing operations were found to have a high probability of achieving their outputs and outcomes at completion. However, the likelihood of achieving all the CSP's planned outcomes was found to be low.
- | Efficiency was not found demonstrated across all sectors, and larger infrastructure interventions were especially prone to delays.
- | The Bank's strategies and programs were found to consistently address sustainability issues through investment in capacity building, training, policy dialogue, and advocacy. However, financial sustainability was found to be a major weakness in the water, energy, and transport sectors.

#### What lessons did IDEV draw?

- | Planning infrastructure projects in an integrated and inter-sectoral manner can contribute to timely implementation by ensuring prior agreement between sector agencies.
- | Focusing governance and business-enabling support in areas that are tightly concentrated on quick-win solutions and complement other Bank operations, can be instrumental in rendering governance reforms more effective and sustainable.
- | Flexibility in the Bank's response can help mitigate the internal and external implementation challenges that arise in a crisis.

#### What did IDEV recommend?

It was recommended that the Bank should:

- | Maintain its strategic focus on sustainable infrastructure and private sector development, while adjusting the program for the remainder of the CSP to better align it with the resources available.

- Harmonize its strategic positioning in the agriculture sector and the actual program for the sector.
- Bolster private sector operations by conducting business development missions and building a strong pipeline of non-sovereign operations and public-private partnerships.
- Address risks to sustainability by continuing to support the institutional strengthening of utility companies and working with the government to ensure adequate resource allocation to road maintenance, and the application of cost-reflective tariffs in the water and energy sectors.

### What did Management respond?

Management welcomed the results of IDEV's MTE of the Bank's 2021–2025 CSP for Tanzania. The evaluation was undertaken concurrently with Management's mid-term review of the Strategy. Overall, many of the evaluation's conclusions, lessons, and recommendations were consistent with findings from the MTR. The evaluation findings have informed adjustments in the implementation of the strategy and program during the remaining CSP period (2023–2025).

### Evaluation Task Manager

**Samson Houetohossou, Principal Evaluation Officer, IDEV.2**



## Sector Evaluations



### Evaluation of the AfDB's Support for Renewable Energy (2012–2021)

#### What did IDEV evaluate?

IDEV conducted an evaluation of the Bank's support for renewable energy (RE) over the period 2012–2021. The evaluation aimed to provide accountability and learning, assessing the AfDB's interventions in RE generation in the power sector, including geothermal, hydropower, solar power, and wind power. This evaluation covered investment projects and enabling environment-related interventions, focusing on both utility-grid-scale RE and smaller-scale decentralized energy access solutions.

#### What did IDEV find?

- The Bank's support for RE was found to be well-aligned with clients' priority RE needs, adapting to evolving international concerns and shifting focus towards RE. However, improvement was needed in articulating the Bank's RE approach at strategic, regional, and country levels and in influencing countries' RE strategies through policy dialogue. The quality of design of the Bank's RE interventions was globally relevant, but there were shortcomings, particularly in the technical design of wind projects and the integration of climate change in hydropower projects.

- The Bank's support for RE objectives was aligned with its corporate sector policies and showed satisfactory internal and external coherence. However, there were concerns regarding the technical and financial skills of AfDB country teams and weak coordination in specific countries.
- The Bank's support for RE contributed to increasing RE-based generation capacity, but outcomes at the continental level fell short of ambitious targets. Challenges included inadequate financing, a lack of supporting infrastructure, such as storage and transmission lines, construction delays, and political and economic uncertainty limited the achievement of the expected outcomes.
- The evaluation found mixed evidence regarding the efficiency of the Bank's support for RE, particularly in terms of timeliness, budget performance, and supervision. The evaluation was unable to assess ex-post economic and financial aspects of RE interventions because of a lack of data.
- The financial sustainability of Bank-funded RE interventions was threatened by the financial distress of power utilities. The evaluation rated the sustainability of the Bank's support for RE as partly unsatisfactory due to various challenges, including environmental and social risks.

### What lessons did IDEV draw?

- Complementing strategies with action plans strengthens stakeholder participation in RE.
- Supporting infrastructure, such as transmission and distribution lines, storage, infrastructure, and adaptation to the broader power grid, makes it possible to achieve the outcomes desired for on-grid RE projects.
- Prioritizing origination and sharing risks with private finance makes it possible to scale up financing for the development of RE infrastructure.
- Making sure that RE investments with intermittent production integrate smoothly into a country's energy grid makes RE interventions more effective.

### What did IDEV recommend?

- Better articulate the Bank's renewable energy approach at corporate, regional, and country levels to align goals and objectives.
- Enhance the quality at entry of RE interventions.
- Expand the use of blended finance instruments to scale up investments in renewable energy in RMCs.

### What did Management respond?

Management acknowledged the overall successful support for RE by the Bank, noting the adaptation to international concerns and focus on RE. They concurred with many of the evaluation's findings but believed additional perspectives from partners and stakeholders could have been beneficial. Management welcomed the evaluation's assessment and highlighted areas for improvement, including internal processes, external factors, and technical challenges impacting execution.

### Evaluation Task Manager

**Joseph Mouanda, Chief Evaluation Officer, IDEV.1**





## Thematic Evaluations



### Mid-Term Evaluation of the AfDB's Jobs for Youth in Africa Strategy 2016-2025

#### What did IDEV evaluate?

IDEV conducted a mid-term evaluation of the AfDB's [Jobs for Youth in Africa Strategy 2016-2025 \(JfYA Strategy\)](#). The JfYA Strategy aims to create 25 million jobs and positively impact 50 million youth (15-35 years of age) by 2025, through three strategic levers: Integration, Innovation and Investment. The mid-term evaluation assessed the progress, identified lessons, and recommended adjustments to inform the remaining implementation period of the Strategy. The mid-term evaluation covered the Strategy activities from June 2016 to December 2021, focusing on primary youth employment projects.

#### What did IDEV find?

- I The Bank's JfYA Strategy was found relevant for addressing youth employment challenges across the African continent. The strategy and its projects/programs are aligned with the development strategies of the regional member countries.
- I In terms of coherence, the evaluation found that the Strategy aligns well with the Bank's corporate strategies and seeks to complement the efforts and ambitions of other development partners.
- I Regarding effectiveness, the evaluation found that the Bank interventions were creating jobs and equipping youth. However, actual progress towards achievement of Strategy results and outcomes is difficult to establish due to monitoring and reporting gaps.
- I The human resources and management systems expected to support the JfYA as a Bank-wide strategy have not fully materialized.
- I The evaluation found that the JfYA Strategy's design and ongoing interventions demonstrate a strong likelihood of sustainability, given the attention to building institutional capacity and an enabling environment, and developing entrepreneurship and strategic partnerships for addressing youth employment concerns.

#### What lessons did IDEV draw?

- I Over-optimistic expectations around fundamental elements of a strategy, such as dedicated financing through a Special Fund, human resource allocation, and the establishment of required systems, can undermine progress.
- I Governance structures supported by appropriate management tools, resources, and authority are essential for systematic coordination and oversight of Bank-wide strategies such as the JfYA Strategy.
- I The right incentives paired with accountability can promote the integration of employment considerations across the Bank.
- I Skills development, when coupled with access to finance and non-financial support, improves employability and youth entrepreneurship.
- I Small-size grants can be effective in unlocking catalytic opportunities.

#### What did IDEV recommend?

- I Update the Strategy and its Implementation Plan based on current circumstances and resources.
- I Strengthen Results Measurement and Learning.
- I Continue to mobilize resources to support catalytic activities and high employment-creating projects.
- I Strengthen leadership and coordination of youth employment across Bank departments, building on existing resources and considering other Bank priorities.

#### What did Management respond?

Management welcomed the outcomes of IDEV's Mid-Term Evaluation of the Jobs for Youth in Africa Strategy 2016-2025 and affirmed the Strategy's relevance for addressing youth employment across the African continent. Management committed to refining and enhancing the Strategy's execution in line with the Bank's new Ten-Year Strategy and corporate results measurement framework; and implementing the other recommendations for greater development impact and scale.

#### Evaluation Task Managers

[Girma Earo Kumbi, Chief Evaluation Officer, IDEV.2;](#) and [May Esther Mwaka, Principal Evaluation Officer, IDEV.2](#)



### Evaluation of the African Development Bank Group's Economic and Sector Work, Phase 2

#### What did IDEV evaluate?

IDEV conducted an evaluation of the AfDB's Economic and Sector Work (Phase 2). Economic Sector Work (ESW) is one of the Bank's key tools for knowledge generation and is essential for its role as an adviser and knowledge broker. This evaluation followed on from [IDEV's 2013 ESW evaluation \(Phase 1\)](#) which focused mainly on the processes and procedures for the preparation of ESW. The second phase of the evaluation focused on three aspects: Planning and Budgeting of ESW at the Bank; Technical Quality of Bank ESW; and the Results of ESW (outputs and outcomes) mainly to inform the Bank's Management and

the Board of Directors on the quality and results of the Bank's ESW, and to also inform the implementation of the Bank's [Knowledge Management Strategy \(KMS\) 2022-2031](#) and the AfDB Ten-Year Strategy for 2024-2033.

#### What did IDEV find?

- I The evaluation rated the appropriateness and efficiency of the Bank's ESW planning and budgeting processes as partly unsatisfactory. Although there was a high degree of strategic alignment of ESW with the pillars of Bank CSPs, there was limited alignment with CSP IOPs, thus indicating insufficient operational relevance of the ESW products produced.
- I The technical quality of the Bank's ESW was rated as satisfactory. The majority of the ESW products assessed were found to be of good quality. Notably, ESW products prepared jointly with other partners were found to be of better quality than those prepared by the Bank alone, attributed to the broader understanding of local issues resulting from the complementarity of competencies.

- I The effectiveness of the Bank's ESW was found to be mixed. Majority of the reviewed ESW products achieved at least one objective; and two out of three intermediate objectives satisfactorily. Some development partners made use of the Bank's ESW, reflecting a recognition of the quality of the Bank's ESW. However, due to the absence of a well-defined ESW outcomes and results tracking system, evaluating the results of the Bank's ESW was deemed a challenge.
- I Some of the key factors that enabled the achievement of objectives for the Bank's ESW included: stakeholder involvement, technical capabilities, political will, and the guidance and capacities of the Bank, while the hindering factors encompassed limited capacities both in terms of staff turnover in the Bank and RMC stakeholders, insufficient staffing of the Bank's country offices, lack of monitoring of results, and resource misallocation.

#### What lessons did IDEV draw?

- I Good coordination between actors at the central, regional, and country levels for the development of ESW ensures synergy in the use of resources and helps avoid the duplication of effort.
- I Strong operational relevance of the Bank's ESW to CSPIOPs fosters their effectiveness and usefulness.
- I Flexibility in the ESW planning and production process makes it possible to take into account and respond to evolving contexts and new priorities, which ensures the relevance and usefulness of ESW.
- I Standardized processes including clearly defined review mechanisms, and promoting joint work with other development partners lead to higher technical quality ESW.
- I Clearly defining the objectives and expected outcomes of each type of ESW enables an adequate assessment of their performance.
- I The involvement of local stakeholders in the planning and development stages of ESW and during dissemination promotes strong ownership of the Bank's ESW at the RMC level.
- I Systematic planning and budgeting of dissemination activities can improve the Bank's performance in this area.

#### What did IDEV recommend?

- I Fully implement the outstanding recommendations from the 2013 Evaluation of ESW, Phase 1.
- I Improve the coordination of ESW planning across the Bank.
- I Improve the budgeting process for ESW and ensure that ESW is adequately resourced.
- I Enhance the Bank's ESW results monitoring, reporting, and learning.

#### What did Management respond?

Management welcomed IDEV's Evaluation of the AfDB's ESW (Phase 2), which found that Bank's Economic and Sector Works were of good technical quality and strongly aligned with the Bank's CSPs, despite some challenges. Management agreed with the evaluation's findings, conclusions, lessons, and recommendations. The recommendations will contribute to informing the implementation of the Knowledge Management Strategy (KMS 2022–2031), including the finalization of: (i) the Quality Assurance Procedures of Bank Group Knowledge Products (QAPKP); (ii) the Knowledge products' Delegation of Authority Matrix (DAM); and (iii) the Knowledge Products chapter of the Operations Manual.

#### Evaluation Task Manager

Clément Banse, Chief Evaluation Officer, IDEV.1



## Evaluation Syntheses



### Evaluation Synthesis on Public Financial Management

#### What did IDEV evaluate?

IDEV conducted an evaluation synthesis on Public Financial Management (PFM), which took stock of current knowledge and lessons on support provided for building effective and resilient PFM systems. The synthesis drew from existing evaluative evidence from the AfDB, other MDBs, bilateral agencies, and development agencies, as well as RMCs generated between 2012 and 2023. The evaluation synthesis reviewed 70 evaluation reports, covering around 600 PFM interventions with a value of US\$159 billion.

#### What did IDEV find?

- I In the 1990s, the term PFM primarily focused on the management of general government expenditure. However, contemporary definitions of PFM have expanded to encompass not only the revenue aspect of the budget, but also the broader public sector and its relationship to fiscal policy.
- I The evidence reviewed demonstrated that PFM interventions tended to follow a uniform approach, despite attempts to customize reforms based on specific country contexts. Nonetheless, interventions were found to be coherent with national and beneficiary needs and priorities.
- I The synthesis found that PFM interventions were adapted to the local country context when there was strong political leadership and dedication for hard but necessary reforms to be implemented. However, PFM interventions only implemented soft reforms when commitment was limited to the technical level.
- I PFM intervention design often neglects capacity building for government agencies that provide the data for the measurement of results/impact, resulting in limited or poor-quality data to measure the effectiveness of PFM interventions.
- I Since the signing of the Paris Declaration on Aid Effectiveness, efforts to harmonize development partners' funding have increased, through the use of different types of partnerships. In general, PFM interventions were found to be better designed and implemented among the multilateral DPs than among bilateral ones.

#### What lessons did IDEV draw?

- I To design a quality PFM intervention that will achieve results, it is important that it includes: sound context analysis; relevance and alignment of the intervention to national priorities; clear objectives; consideration for risks and change management; good work plans; cost-effectiveness; adequate quality controls; and inclusiveness.
- I Having a menu of policy designs and models for PFM interventions that are appropriate for the country context and include a sequenced approach to implementation, available to choose from at the design stage, increases the ability for interventions to be more flexible and adaptable.



- I Building capacity development components into interventions, with a clear framework for capacity building activities that go beyond individual/institutional training to extend to human and institutional productivity, and adequate sequencing, makes a difference in achieving results and ensuring sustainability of PFM interventions, especially in transition states.
- I Coordination between DPs and country stakeholders is important to successfully design and implement PFM interventions with a focused scope, good quality, and targeted, realistic indicators.
- I Political will and commitment by country governments is fundamental for successfully implementing interventions and achieving results.
- I A quality PFM intervention ensures that mechanisms for adaptation and flexibility throughout its implementation are put in place from the onset.
- I Strengthening the monitoring and measurement of PFM interventions' results is important to gain insights into how well the entire PFM system is working and to allow for flexibility and adaptation as interventions are being implemented.
- I Policy dialogue and its accompanying analytical work can be more effectively utilized as a platform to focus on the areas of PFM intervention and results to be achieved.
- I Establishing permanent national PFM training centers can help mitigate the challenge posed by capacity constraints and high PFM staff turnover.

### Evaluation Task Manager

Leticia Taimo, Senior Evaluation Officer, IDEV.2



### Evaluation Synthesis on Support for Agriculture and Agribusiness Growth and Productivity (2012-2022)

#### What did IDEV evaluate?

IDEV conducted an evaluation synthesis on Support for Agriculture and Agribusiness Growth and Productivity focusing on the first two enablers of the Feed Africa Strategy<sup>9</sup> (FAS) namely: (i) increase productivity; and (ii) realize the value of increased production. The synthesis brought together findings and lessons from existing evaluations and other reports produced by the AfDB, multilateral and bilateral development institutions, and other partners from 2012 to 2022. The synthesis aims to inform the AfDB's implementation of its FAS to improve the development effectiveness of interventions relative to agriculture

and agro-industry growth and productivity in the Bank's RMCs. The synthesis sought to examine the common findings regarding the relevance, effectiveness, and efficiency of interventions focused on the two enablers; critical factors influencing the performance of interventions; factors enabling or hindering the sustainability of intervention results; and lessons for optimizing the design and implementation of interventions in support of agriculture and agribusiness growth and productivity in Africa.

#### What did IDEV find?

- I Overall, the interventions were broadly relevant and often aligned with national government policies and priorities, together with regional and international commitments.

- I The interventions were more effective at delivering immediate outputs and outcomes than at demonstrating impacts on improved profitability, competitiveness, and food security. It was also noted that interventions that focused only on supporting production were less successful than those that combined production and market approaches.
- I The synthesis emphasized the need to address factors affecting project efficiency, some of which included delays to project effectiveness (entry into force), implementation pace and disbursement, project staffing, and cost-variations.
- I The performance of interventions was influenced by the policy and investment environment, political leadership and institutional capacity, monitoring and evaluation, and financial and project design constraints.
- I The evaluation synthesis noted that the sustainability of intervention outputs and results was affected by lack of government funding for post-completion operations and maintenance regimes; sufficiency of technical expertise and training to operate, maintain and service interventions' outputs; and partial compliance with social and environmental safeguards measures.

#### What lessons did IDEV draw?

- I Project implementation success is more likely when beneficiaries are actively involved in the project's conception, design, implementation, and closure from an early stage.
- I A well prepared, integrated and multi-sector development approach can address complex challenges in interventions aimed at increased agricultural productivity and realizing the value of increased production.
- I The development and adoption of agricultural technology and innovation can be key for increased agricultural productivity and realizing the value of increased production if continuous efforts are directed to scale-up.
- I Promoting successful agricultural value chains development requires investment priority-setting based on sound socio-economic analysis.
- I Putting in place a well-thought-out project monitoring and evaluation framework is crucial for the success of interventions.
- I Embedding sustainability measures in intervention design is key to achieving development results.

### Evaluation Task Manager

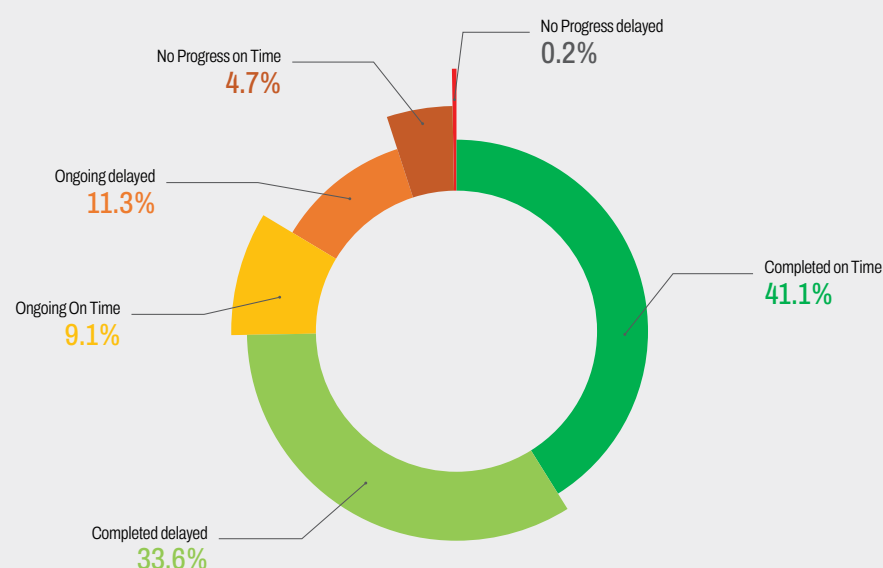
Mohammed Jalaludeen Issahaq, Principal Evaluation Officer, IDEV 1

# Implementation of Management actions in response to IDEV recommendations

After an evaluation is presented to the Committee on Operations and Development Effectiveness (CODE) of the AfDB Board of Directors accompanied by its Management Response, IDEV uploads the evaluation together with its individual recommendations into the Management Action Record System (MARS). Management subsequently enters the actions to which it commits in response to each recommendation, identifying the lead implementing department and the target completion date of each action. Every six months, Bank Management reports to the Board 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 2023, 55 evaluations, 182 recommendations and 515 actions were active<sup>10</sup> in the MARS. The graph below shows that 75 percent of the actions have been completed (albeit one-third with a delay), while 20 percent were ongoing.

## Status of Management Actions Implementation as at 31 December 2023



Sources: Data from the MARS

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

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

Sources: Data from the MARS

### Note:

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

<sup>10</sup> IDEV and Management regularly review the actions and recommendations in the MARS and retire those which have been fully implemented, have been overtaken by events or have become redundant.

In regard to the 2023 report, IDEV proposed to retire 65 recommendations (with 162 related actions) from 27 evaluations.



# Capacity development, knowledge-sharing and learning



## Knowledge-sharing with Twende Mbele partners to maximize the value of evaluations

On 16 February 2023, IDEV Principal Knowledge Management Officer, Jacqueline Nyagahima, took part in an online Twende Mbele Brown bag lunch event, during which she shared the IDEV approach to disseminating evaluation findings. Over 60 participants mostly monitoring and evaluation government staff from Uganda, Benin and South Africa, were in attendance.



## Informing ambitious action on the climate crisis: Evidence from IDEV/AfDB

The AfDB Evaluator General, Karen Rot-Münstermann, showcased two key IDEV outputs at an OECD Development Assistance Committee (DAC) evaluation network special session in Paris on 22–23 February. These included an evaluation of the AfDB's efforts to mainstream green growth and climate change into its interventions, and a paper on evidence-based transformative pathways to foster climate resilience and a just energy transition for Africa. The event aimed to share recent evaluations' findings, lessons and recommendations on climate change mitigation and adaptation to help DAC members and partners enhance climate action in line with the SDGs.



## Power sector roundtable in Kenya: A knowledge event for improved last-mile electricity services

On 4 April 2023, IDEV, in collaboration with the AfDB's East Africa Regional Office, organized a power sector roundtable, in Nairobi, Kenya, to provide a forum for discussion among energy sector experts around the findings, the practical lessons and the recommendations drawn from IDEV's evaluation of Phase I of the Kenya Last Mile Connectivity Project. The over 50 participants represented government ministries, counties, electricity utilities and regulators, private sector, civil society organizations and development partners.



## Learning from experience: The benefits of the Twende Mbele initiative on M&E practice in Africa

On 30 May 2023, 70+ participants attended the gLOCAL session titled, "Moving forward together: The benefits of the Twende Mbele initiative on M&E practice in Africa," organized by IDEV in partnerships with the Twende Mbele Secretariat. During this session, representatives from Benin, Ghana, and Uganda shared their experiences in building and sustaining peer-learning collaborations to strengthen their national M&E systems and improve development outcomes.



## Responding to future crises: Lessons from AfDB's evaluation of its COVID-19 response

As part of the 2023 gLOCAL Evaluation Week, IDEV partnered with the COVID-19 Global Evaluation Coalition, and the World Health Organization for an online panel discussion titled, "Lessons for future crisis response from the evaluation of the AfDB's response to the COVID-19 pandemic." The session, held on 2 June 2023, gathered experts to share their experiences, insights, and reflections on the successes and challenges encountered during the COVID-19 pandemic response. The discussion was attended by over 60 participants.



## IDEV Supports the Participation of Parliamentarians and Emerging Evaluators at the Forum International Francophone de l'Evaluation

IDEV supported the participation of two parliamentarians and four young and emerging evaluators in the Forum International Francophone de l'Evaluation (FIFE 2023) on 4–6 July 2023 in Luxembourg. With the theme "Evaluation and the Digital Revolution," discussions at FIFE 2023 aimed to identify how digitization contributes to the continuous improvement of evaluation systems and, consequently, to the relevant and credible reinforcement of sustainability and public governance.



## Improved Communication and Reporting for Better Evaluation Practices

On 17–19 July 2023, IDEV's Chief Evaluation Officer, Joseph Mouanda, together with Alison Malkin, mediator, trainer and coach, conducted a workshop on "Communication and Reporting" as part of the International Program for Development Evaluation Training (IPDET) 2023 edition held at the University of Bern, Switzerland. The 24 participants came from 19 different countries worldwide.



## IDEV adds a voice on the use of geospatial for impact evaluations

IDEV, represented by Andrew Anguko, Chief Quality and Methods Advisor, participated in the hybrid event, GeoField Convening, held 12–14 September 2023. The event, organized in partnership with the Bill & Melinda Gates Foundation and the United Nations Food & Agriculture Organization, brought together impact evaluators, remote sensing scientists, agricultural development experts, and other stakeholders to discuss how geospatial impact evaluations (GIEs) can improve the efficiency and efficacy of evaluations.



### **IDEV Participates in the Tanzania Monitoring, Evaluation and Learning Week**

The 2nd Tanzania Monitoring, Evaluation and Learning Week took place in Arusha on 2–3 September 2023, organized by the Prime Minister's Office of Tanzania in collaboration with the Tanzania Evaluation Association. Participants were government officials and evaluation practitioners from Tanzania, Kenya, Uganda, South Africa and Côte d'Ivoire. IDEV was represented by Kobena Hanson, Principal Evaluation Capacity Development Officer, who moderated the panel session "M&E: where are we in the public sector?"



### **IDEV joins the Centre for Learning on Evaluation and Results for a regional roundtable on evaluation in West Africa**

IDEV supported the organizing of a roundtable, "Evaluation as a tool for mainstreaming public policies in the WAEMU region: state of art and perspectives", held in Abidjan, Côte d'Ivoire from 22 to 24 November 2023. The event, aimed at increasing synergy between the various evaluation stakeholders within the West African Economic and Monetary Union (WAEMU), was organized by the Centre for Learning on Evaluation and Results for Francophone Africa (CLEAR-FA).



### **Findings of IDEV's MTE presented at a knowledge-sharing event in Tanzania**

On 4 October 2023, IDEV Principal Evaluation Officer, Samson Houetohossou, joined colleagues from the AfDB's Country Office in Tanzania in an online event. The event was held to officially launch the 2023 Tanzania Country Focus Report on the theme "Mobilizing Private Sector Financing for Climate and Green Growth" and discuss the findings of IDEV's mid-term evaluation of the Tanzania Country Strategy Paper.



### **Improving the sustainability of development interventions: what will it take?**

On 29 November 2023, IDEV hosted a knowledge event on the theme of sustainability in development interventions. The half-day event in hybrid format attracted 160+ people to learn what can be done differently by the Bank, governments, and other development partners for development results to last.



### **APNODE Annual General Meeting, a meeting point to reflect on integration and trade in Africa**

The 8th Annual General Meeting (AGM) of the African Parliamentarians' Network on Development Evaluation (APNODE) was held virtually from 25–27 October 2023, with the theme "Rethinking Integration and Trade in Africa: What Role for National Parliaments?" The AGM gave the network a platform to review its achievements, challenges, and opportunities for sustainable growth and impact. It also aimed to cultivate a well-rounded African viewpoint on the importance of parliamentary public engagement and utilizing evidence effectively for inclusive development.



### **IDEV Shares Insights on Attracting the Private Sector to Finance Renewable Energy at a Climate Investment Funds Learning Event**

The Climate Investment Funds (CIF) held a hybrid event on the theme of 'Unlocking Opportunities for Private Sector Participation in Renewable Energy Integration' on 10 November 2023. Joseph Mouanda, Chief Evaluation Officer at IDEV, was invited to present evaluative knowledge on renewable energy projects from IDEV's recent evaluation of the AfDB's support for renewable energy. Other presenters were from the host organization, CIF, the U.S. Department of Energy's National Renewable Energy Laboratory, the World Bank, and the World Resources Institute.





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