



IDEV

Independent Development Evaluation
African Development Bank



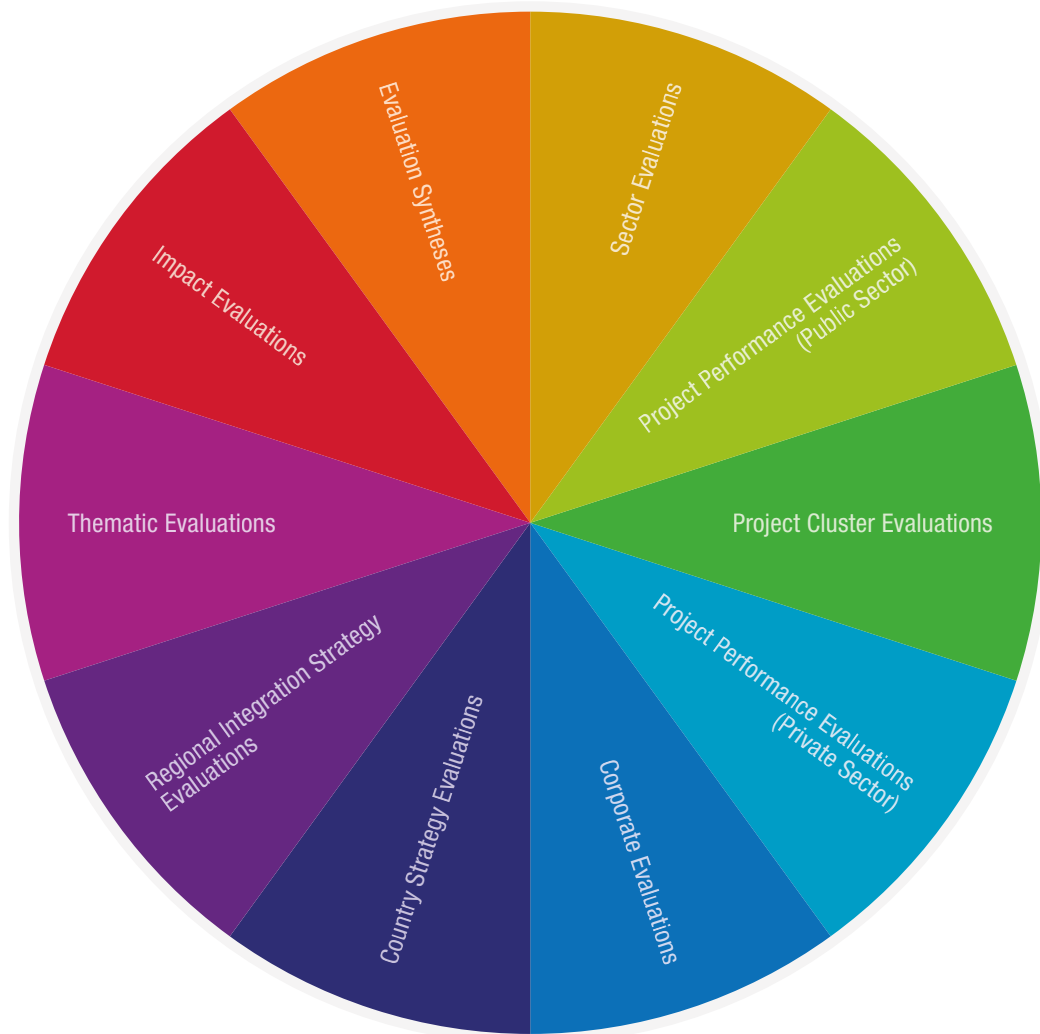
Getting to Results

IDEV Annual Report
2017



AFRICAN DEVELOPMENT BANK GROUP

IDEV conducts different types of evaluations to achieve its strategic objectives





Getting to Results

IDEV Annual Report
2017



Acknowledgements

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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:

1. To provide a basis for accountability: To key stakeholders including citizens, governments, funders and partners, by evaluating and documenting the impact of the Bank's activities.
2. To contribute to enhanced learning: Helping to improve current and future policies, strategies, projects, and processes.
3. To promote an evaluation culture: Within the Bank 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 Bank's development projects across Africa.



How IDEV works 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

AfDB	African Development Bank
AfREA	African Evaluation Association
AVCD	Agricultural Value Chains Development
AWM	Agricultural Water Management
APNODE	African Parliamentarians' Network on Development Evaluation
CLEAR	Center for Learning on Evaluation and Results
CLEAR-AA	Center for Learning on Evaluation and Results-Anglophone Africa
CODE	Committee on Operations and Development Effectiveness
DBDM	Development and Business Delivery Model
DRC	Democratic Republic of Congo
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
EPRADI	Evaluation Platform for Regional African Development Institutions
EVRD	Evaluation Results Database
IDEV	Independent Development Evaluation
MARS	Management Action Record System
MSME	Micro, small or medium enterprise
Norad	The Norwegian Agency for Development Cooperation
PSD	Private Sector Development
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
SNES	Strengthening National Evaluation Systems
WSS	Water and Sanitation Services
UA	Unit of Account
<i>1 Unit of Account</i>	<i>= 1.44 USD, March 2018</i>

Note to Readers

An interactive version of this report is available online at dev.afdb.org/annualreport2017. It supplements the print copy of this report with a number of interactive elements to deepen engagement and enable information sharing in our interconnected world. Through these elements the online version of the report not only seeks to engage readers, but also aims to encourage and facilitate sharing of the report's findings, data and lessons learned.



Messages

Message from the CODE Chair

Message from the Senior Vice President

Message from the Evaluator General



Message from the CODE Chair

Heinrich Mihe Gaomab II
CODE Chairman
Executive Director, African Development Bank

The African Union's Agenda 2063 aspires to a prosperous Africa based on the foundation of inclusive growth and sustainable development, regionally integrated, enjoying peace and security with an enabling good governance, democracy, respect for human rights, justice and the rule of law, and where the full potential of all people is realized, without fear, disease, unemployment or poverty.

But as history taught us, changing the narrative of Africa's economic performance, from one punctuated with stories of economic downturns and fiscal instability, to one illustrated with success stories of inclusive and sustainable growth, will not happen overnight. Like the African States of the African Union that are also Regional Member Countries of the African Development Bank, we are cognizant that the Bank has an important role to play in this narrative. Its lending, policy and knowledge work supports development across the continent.

Achieving development success under the Bank's current strategic priorities, the High 5s, will require evidence-based knowledge and strategic guidance from rigorous monitoring and evaluation of Bank-financed initiatives. Independent and impartial evaluations help the Board of Directors to hold the Bank's Management accountable for the results achieved and allow the Bank to learn from what has worked and has not worked in the past. I am pleased that in 2017, IDEV evaluations helped uncover critical knowledge on the performance of our operations in all of the Bank's top five priority areas, notably: *Feed Africa, Light up and Power Africa, Integrate Africa, Industrialize Africa and Improve the quality of life of the people of Africa.*

I am pleased to report that the eight evaluations and related knowledge products delivered by IDEV were instrumental in providing the Board with findings, lessons and recommendations to improve the relevance, efficiency, effectiveness and sustainability of our operations on the ground. Furthermore, its comparative study on Board processes, procedures and practices across International Financial Institutions, under the leadership of the Evaluator General, was also key in providing the Board with practical lessons and good practices on how to raise its effectiveness and efficiency as it fulfills its mandate.

The Management Action Record System continues to be an important tracking and accountability tool used by the Board to obtain real-time information on the status of actions that Management has committed to in response to recommendations from IDEV evaluations.

I commend Dr. Rakesh Nangia, the Evaluator General, for his skillful leadership and IDEV for the quality and timely delivery of its evaluations, as well as for its work on knowledge management and evaluation capacity development. I equally express acknowledgement to my colleagues as Members of the Committee on Operations and Development Effectiveness (CODE) who throughout the year have provided strategic guidance to IDEV in fulfilling its independent mandate to the Board. It is our goal as CODE to continue, with open and transparent governance, to support IDEV in promoting an organizational culture of evaluation with a performance-driven and results-oriented focus, both within the Bank and across the African continent. I am fully aware of the personal sacrifices made by members of the IDEV team to produce its important body of work. I am grateful for their dedication, determination and consistent high quality output.

Going forward, to achieve the highest development impact possible under the High 5s, I would encourage a more systematic, institution-wide approach to learning and integrating the knowledge provided by IDEV into the design and implementation of new AfDB projects and programs. This will increase the Bank's efficiency as well as improve the effectiveness and sustainability of our operations in regional member countries. Let's strive for greater development results on the African continent through evaluative learning. This, we owe to our stakeholders.



Message from the Senior Vice President

Charles Boamah
Senior Vice President
African Development Bank Group

The work of the African Development Bank Group (the Bank Group) continues to be guided by the core objectives of Impact, Relevance, Effectiveness, and Efficiency. In 2017, the Bank Group completed the rollout of its new Development and Business Delivery Model, which aims to make the Bank more nimble, fit for purpose and responsive to its clients. Following such rollout, all attention is now on the efficient implementation of the programs and projects in the priority areas identified under the High 5 Agenda.

In addition to the increased presence in our countries of operations, some of the Bank Group's highlights for 2017 include the highest ever volume of disbursements in support of projects and programs across Africa. This performance was partly due to improving portfolio management efforts, informed by lessons drawn from independent evaluations carried out by the Bank's Independent Development Evaluation (IDEV).

In an era of scarce development finance and yet increasing demands for development assistance to combat poverty, inequality, climate risks, and rising unemployment, every dollar has to be very selectively applied for maximum impact. In that regard, I have particularly appreciated the many recommendations of IDEV focusing on selectivity. I expect selectivity to command the serious and particular attention of Bank Management now and in the foreseeable future.

Looking ahead, as the Bank accelerates the implementation of its Development and Business Delivery Model, it will be greatly informed by and will benefit from the lessons from independent evaluations undertaken by the Evaluator General of the Bank Group. Indeed evaluation matters. It provides needed ongoing reality checks and challenges us to do better for the benefit of the millions of Africans that we serve.



Message from the Evaluator General

Rakesh Nangia
Evaluator General
African Development Bank

I am deeply honored and pleased to present the 2017 Annual Report of the Independent Development Evaluation (IDEV) at the African Development Bank (AfDB).

2017 was a year of adaptability and resilience. During the year, IDEV delivered nine influential reports including two project cluster evaluations and one comparative study.

In a time where change is not only certain but a constant, IDEV continued to innovate, looking beyond traditional evaluation products. Remaining agile is important, but remaining relevant is critical. And in both these areas IDEV excelled, pioneering products like the formative evaluation on Human Resource Management, examining agricultural value chains and conducting an unusual study to strengthen Board effectiveness and efficiency.

I firmly believe that the formative evaluation on Human Resource Management is groundbreaking and will have far-reaching effects. The evaluation examines and compares the maturity, effectiveness and sustainability of Bank HR systems while proposing a way forward. I am pleased that Management has taken to heart the evaluation and is incorporating the lessons in the new People Strategy. The formative evaluation of agricultural value chains was also creative. It takes a non-traditional approach as it does not evaluate specific investments or operations, but rather aims to understand how the Bank-financed operations have applied the value chain development theory of change in different contexts. It draws key lessons and proposes recommendations to assist the Bank in the implementation of its Feed Africa strategy. Similarly, the comparative study on Board Processes, Procedures and Practices was atypical as it looks at nine multilateral development finance institutions, focusing on identifying lessons and good practices to inform, rather than recommend, a particular course of action. There is a great deal of interest in the study and our Board, under the auspices of the Dean, is preparing an action plan. Once more, implementation of the action plan will have far-reaching effects as the actions are not absolute, but incremental, cumulative and mutually reinforcing.

I am also encouraged by the introduction of another innovative instrument – the cluster evaluations. Here, IDEV brought together lessons from clusters of projects within the same sub-sector and similar objectives. Although every evaluation has the dual objective of accountability and learning, these evaluations focus heavily on the latter. Thus, the lessons are first discussed with senior management and operations staff and subsequently at the Committee for Operations and Development Effectiveness (CODE). Although the lessons may not be new, I am certain that incorporating them systematically in future initiatives will strengthen development effectiveness.

Overall, the IDEV evaluations conducted in 2017 noted that the effectiveness of AfDB-funded operations is satisfactory. Frequently noted weaknesses were in the areas of sustainability, efficiency and inclusiveness. Continuous investment and promoting learning at an institutional level will be key to generating the knowledge that can further boost development impact and improve corporate performance.

Unsurprisingly, IDEV also made significant contributions to the creation and dissemination of evaluative knowledge. We successfully co-organized two learning events on private sector development in Africa, disseminated more than 8000 knowledge products, and contributed to international knowledge events such as the African Evaluation Association Conference and the third Global Evaluation Forum. Additionally, we continued to support African countries' national evaluation systems and the African Parliamentarians' Network on Development Evaluation, and strengthened alliances with leading regional centers of expertise such as the Centers for Learning on Evaluation and Results. We continue to actively participate in Twende Mbele, a South-South monitoring and evaluation partnership. Internally, we successfully launched learning activities to strengthen the capacity of our evaluators and Bank staff on key evaluation topics and methodologies. All these efforts are mutually reinforcing and help to build a culture of evaluation and results.

Despite all the good news, we did face significant challenges. For the first time in six years, IDEV did not exceed its targets. This was largely driven by severe staffing constraints as IDEV operated at only 70 percent of its full capacity for most of the year. Not only did we suffer significant turnover, but replacing staff was slow for a variety of reasons including an overstretched HR department and a market with a severe shortage of skilled evaluators.

Looking ahead, exciting products and events are planned. As a first step, IDEV hopes to address the serious shortfall in human resources as a high priority. Achieving full strength will ensure IDEV comes back on track to deliver a steady state of around 12 major evaluations annually while strengthening the project and country strategy completion report validations. Second, I expect the groundwork for the next IDEV strategy to be completed. This includes the assessment of the ongoing Independent Evaluation Strategy, feedback from stakeholders, and completion of the first-ever independent peer review. All these inputs will provide solid evidence to help chart the next five years. Finally, I look forward to the completion of a suite of evaluations -- Quality at entry, Quality of supervision, Quality at exit, Integrated safeguards and Policy-based operations. These will all contribute to not only strengthening future Bank initiatives but also provide evidence to the Governors and ADF Deputies as they consider additional resources for the Bank as it continues to deliver for Africa.

I would like to express my heartfelt gratitude to the AfDB Board of Directors for its continued oversight and strategic guidance. I very much appreciate the excellent working relationship with Dr. Gaomab, the chair of CODE, and Executive Director Cudré-Mauroux, the CODE Vice-Chair. I am also pleased that Bank Management is not only requesting evaluations but also encouraging learning in the complexes through exchange and discussion of the findings and lessons learned contained in our evaluations.

Africa's development needs are many and urgent. As the continent's premier financial institution, the AfDB is well positioned to make a significant difference in the Bank's regional member countries. We are privileged to work in this august institution for a noble cause. IDEV's role is to prepare high quality products that help improve the quality of life in Africa effectively, efficiently and sustainably. We will continue to maintain the focus on getting to results.

On a personal note, 2018 will be my last year at IDEV and this is thus the last IDEV Annual Report for me. Over the last six years I witnessed a transformation of the evaluation function. What began as a "toe-dipping" exercise metamorphosed into a marathon swim as we surpassed results each year. At the start of my tenure we formulated a bold, ambitious and audacious goal — "IDEV will be the best evaluation department amongst its peers". Regardless of the lofty ambition, it was embraced uniformly by all IDEV staff. With each passing year we increased momentum and confidence, moving steadily toward that goal.

The entire team adopted a "can-do" attitude as we moved from one creative venture to another, learning from each move, challenging traditional evaluation beliefs. Sure, we made our share of mistakes — both technical and non-technical. But we learned from each one. Fresh blood with mostly young minds blended seamlessly with the more experienced ones as continuous learning reinforced each other. We made deliberate efforts to strengthen links with Management, keeping an eye on how evaluation findings would make a difference. NONE of this would be possible without the IDEV team. It is thanks to their hard work, dedication and ability to go the extra mile that IDEV was able to largely deliver its 2017 work program under extenuating circumstances as well as expand its offerings by innovating and bringing in new tools for added value. I am filled with pride as I consider myself fortunate to lead such a diverse and talented team.

As we look ahead to 2018, with 25 evaluation products ongoing and preparing for the AfDB's Development Evaluation Week, I have no doubt that the team will once again deliver in an outstanding manner, with ripple effects that go well beyond the Bank and the evaluation community to benefit national governments, the private sector, academia and civil society in Africa. And as I look back, I have no doubt that I will remember this journey with a flutter in my heart and a tear in my eye. Au revoir.

Introduction

In pursuit of economic and social progress, African countries are implementing multiple agendas including the 2030 Agenda for Sustainable Development and the African Union Agenda 2063. They are prioritizing structural transformation in their national, regional and continental development programs to promote employment through agriculture and industrialization; to enable access to clean and affordable energy and water; to diversify sources of food; and to promote inclusive growth and equality for a better life for all Africans. To contribute to this transformation, the African Development Bank (AfDB or the Bank) embarked on a new development strategy featuring five priority areas referred to as the High 5s: Light Up and Power Africa; Feed Africa; Integrate Africa; Industrialize Africa; and Improve the quality of life of the people of Africa.

This ambitious African transformation agenda cannot be achieved without effective monitoring and evaluation. To get to its expected development results, the AfDB needs to improve its understanding of how its investments create economic, social and environmental value for the African continent. IDEV's independent evaluations can help with this, by examining what has worked, what has not, and why. Assessing the development impact of an institution such as the AfDB, however, is complex, multi-layered and difficult to measure. This is because the development results of the Bank cannot simply be measured by return on investment or profit. They must include the much harder-to-measure development outcomes (results) of the programs, projects, policy dialogue, knowledge work, capacity building and trainings implemented by the Bank.

To improve learning and enhance the development results of the Bank, IDEV undertakes different types of evaluations, both in the areas of the High 5s and beyond, covering all aspects of the Bank's work as well as its functioning as an institution. It disseminates the knowledge from these evaluations in various ways, and helps to strengthen evaluation capacity both in the Bank and on the continent.

This IDEV Annual Report focuses on its work in 2017, particularly the key messages and recommendations from IDEV 2017 evaluations, and how this work helps the Bank to improve its operational and institutional effectiveness. The theme, "Getting to Results," reflects IDEV's commitment to strengthen the institution's evaluative learning through knowledge that is timely, useful, and adapted to the Bank's development agenda.

Chapter 1

IDEV achievements in 2017

IDEV Results in 2017

Finance Report

Summary



Income
Exp
Don
Libro
Recruit
Activ
Fees



Summary

In 2017, IDEV completed **nine influential evaluation products:**

- **two project cluster evaluations** of Bank projects in agricultural value chains development and rural electrification, thereby supporting learning in the areas of the High 5s;
- **two thematic evaluations**, focused on Agricultural Value Chains Development and the Water Sector;
- **two country strategy and program evaluations**, for Côte d'Ivoire and Nigeria;
- **one evaluation of the Bank's regional integration strategy and program** in Central Africa;
- **one corporate evaluation:** an independent review of the Bank's Human Resources Management and Strategic Directions, which will inform the new People Strategy; and
- **one comparative study** of Board Processes, Procedures and Practices across International Financial Institutions.

It also led the coordination and production of a **reference document** on integrating gender into project-level evaluations; co-organized **two high-level knowledge events** on Private Sector Development; and led three knowledge sessions at the 8th African Evaluation Association (AfrEA) conference in Kampala, Uganda. It also produced and disseminated **four editions of "Evaluation Matters" magazine.**

In **Evaluation Capacity Development (ECD)** and partnership building, IDEV maintained its two-pronged approach of focusing on both the demand for and supply of evaluations. In Regional Member Countries (RMCs), IDEV worked with the governments of Ethiopia and Tanzania to develop the next program of support for **strengthening their national evaluation systems.** It also continued its capacity building of African parliamentarians through **APNODE** -the African Parliamentarians' Network on Development Evaluation- by providing technical assistance and hosting its secretariat. Moreover, it contributed to South-South cooperation for better governance and accountability of African governments through its active participation in the **Twende Mbele** initiative.

Strategic **partnerships** were strengthened with leading regional learning entities such as the Centers for Learning on Evaluation and Results (CLEAR) to promote a culture of evaluation and facilitate targeted and relevant learning opportunities for a variety of evaluation stakeholders at the regional level.

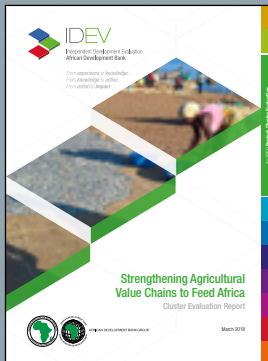
Within the Bank, IDEV continued to manage and develop the capacity of the Bank's evaluation community of practice through professional development workshops and specialized webinars targeted at evaluators.



// Overall, the IDEV evaluations conducted in 2017 noted that the effectiveness of AfDB funded operations is satisfactory. Frequently noted weaknesses were in the areas of sustainability, efficiency and inclusiveness. Continuous investment and promoting learning at an institutional level will be key to generating the knowledge that can further boost development impact and improve corporate performance. //

Rakesh Nangia
Evaluator General

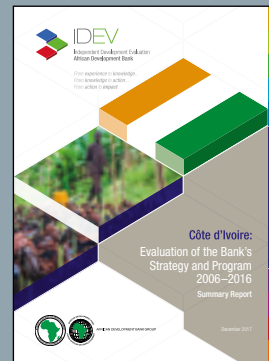
IDEV 2017 completed evaluation products



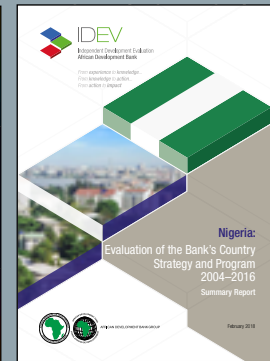
Strengthening Agricultural Value Chains to Feed Africa: Project cluster evaluation



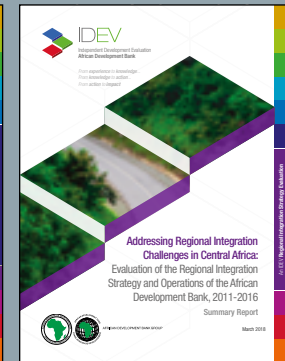
Spurring Local Socio-Economic Development Through Rural Electrification: Project cluster evaluation



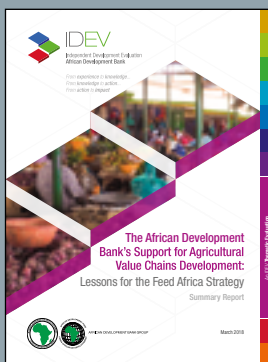
Côte d'Ivoire: Evaluation of the Bank's Country Strategy and Program 2006-2016



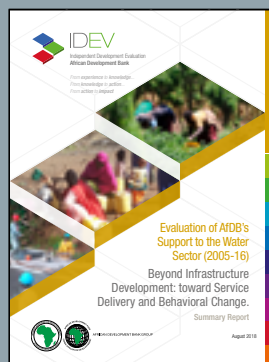
Nigeria: Evaluation of the Bank's Country Strategy and Program 2004-2016



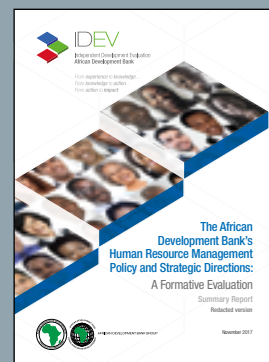
Addressing Regional Integration Challenges in Central Africa: Evaluation of the AfDB regional integration strategy and operations for Central Africa, 2011-2016



The African Development Bank's Support for Agricultural Value Chains Development: Lessons for the Feed Africa Strategy



Evaluation of AfDB's Support to the Water Sector (2005-2016) Beyond Infrastructure Development: Toward Service Delivery and Behavioral Change



The African Development Bank's Human Resource Management Policy and Strategic Directions: A Formative Evaluation



Comparative Study of Board Processes, Procedures and Practices in International Financial Institutions

Knowledge products



114 Produced in 2017



18,820 Disseminated
by end of 2017



9,850 Number of unique
website visitors in 2017

AfDB Evaluation Results Database (EVRD)



1255 Number of Documents



2727 Number of Lessons



4593 Number of
Recommendations

AfDB Management Action Record System (MARS)



39 Number of Evaluations



363 Number of
Recommendations



716 Number of Actions



// Learning from evaluations is as important as accountability. In that sense, the MARS (Management Action Record System) that the AfDB has developed and adopted is an exemplary tool, which ensures proper follow-up and implementation of IDEV evaluations' recommendations. A state-of-the-art instrument, that ensures that lessons from evaluations are integrated into the business of the Bank to achieve higher effectiveness, efficiency and sustainability! //

Catherine Cudré-Mauroux,
Executive Director representing Switzerland,
Germany, Portugal and Luxembourg

IDEV evaluations and activities timeline

March 2017

AfREA International Conference

IDEV delivered three knowledge management sessions on evaluation to participants at the AfREA International Conference

Evaluation Matters Quarter 1

April 2017

Towards Private Sector-Led Growth - Knowledge-sharing and peer-learning event

As part of its knowledge series on private sector development, IDEV convened public and private sector stakeholders in Kenya for networking, peer-to-peer learning, and experience sharing on private sector led-growth in Africa.

Sanitation and Water for All High level Meeting

IDEV Evaluator General Rakesh Nangia presented lessons learned from evaluation reports of 18 AfDB funded water and sanitation projects as well as development partners' experiences

Eval Partners Third Global Evaluation Forum

IDEV participated in this global gathering of the evaluation community, which discussed the implementation of the EvalAgenda 2020 in support of the Sustainable Development Goals

June 2017

Evaluation Matters Quarter 2

July 2017

APNODE Third Annual General Meeting

As the host of the African Parliamentarians' Network on Development Evaluation (APNODE) Secretariat, IDEV led the organization of the network's third Annual General Meeting in Khartoum, Sudan.

September 2017

The African Development Bank's Human Resource Management Policy and Strategic Directions: A Formative Evaluation

Côte d'Ivoire: Evaluation of the Bank's Country Strategy and Program 2006-2016

Evaluation Matters
Quarter 3

November 2017

Spurring Local Socio-economic Development through Rural Electrification: Project cluster evaluation

October 2017

Nigeria: Evaluation of the Bank's Country Strategy and Program 2004-2016

Financing Private Sector Development: what works, what does not and why?

The two-day learning event in South Africa concluded the IDEV/Norad three-part knowledge series based on the findings of the joint synthesis report *Towards Private Sector-Led Growth: Lessons of Experience*.

December 2017

The African Development Bank's Support for Agricultural Value Chains Development: Lessons for the Feed Africa Strategy

Addressing Regional Integration Challenges in Central Africa: Evaluation of the AfDB regional integration strategy and operations for Central Africa, 2011-2016

Comparative Study of Board Processes, Procedures and Practices in International Financial Institutions

Strengthening Agricultural Value Chains to Feed Africa: Project Cluster Evaluation

Evaluation of AfDB's Support to the Water Sector (2005-2016)

Beyond Infrastructure Development: Toward Service Delivery and Behavioral Change

Evaluation Matters Quarter 4

IDEAS Global Conference

IDEV Evaluator General Rakesh Nangia made a presentation on South-South cooperation at the IDEAS Global Conference in Mexico.

Chapter 2

Contributing to AfDB top priority areas for greater results





The High 5 for transforming Africa pour transformer l'Afrique

IDEV evaluations and knowledge activities are designed to provide evidence-based knowledge to inform the new generation of policies, strategies and operations designed in the areas of the Bank's top operational priorities (the High 5s): Light up and Power Africa, Feed Africa, Integrate Africa, Industrialize Africa and Improve the quality of life of the people of Africa. With this knowledge, Bank policies, strategies and operations are expected to deliver greater development results.

In 2017, five of the nine evaluation products that IDEV delivered (namely two project cluster evaluations, a sector evaluation, a thematic evaluation, and a regional integration strategy evaluation) and two of its high-level knowledge events were in the areas of the High 5s, thereby directly contributing to these priorities. To enhance Bank learning from evaluations and thus achieve greater results, IDEV revamped its project cluster evaluations to focus on findings and lessons learned rather than recommendations. Two such “new style” project cluster evaluations were delivered to AfDB Management in 2017.

This chapter seeks to showcase how IDEV products in 2017 contributed to institutional learning and provided evidence for informed decision-making in the areas of the High 5s. It highlights key evaluative results from the delivered evaluations and knowledge events to provide perspective and stimulate discussion for improved performance. The next chapter will present the IDEV products that contributed to other, non-High 5, areas.

Light up and Power Africa



In 2017 IDEV completed a cluster evaluation of **rural electrification projects**, which complements the cluster evaluation of power interconnection projects delivered in 2015 (see the IDEV 2015 Annual Report). The evaluation of AfDB rural electrification projects was motivated by the fact that access to electricity has a pronounced impact on the majority of Africans living in rural and sub-urban areas. The cluster evaluation provides inputs to the broader sector evaluation of the Bank's assistance to the energy sector (ongoing) and is expected to inform the design and implementation of future rural electrification interventions under the AfDB's *New Deal on Energy for Africa*.

List of Projects Evaluated

- 01** **BENIN**
Electrification of 17 Rural Centres
2000-2005
7.30 UA Million
- 02** **BENIN**
Rural Electrification Project II
2003-2011
17.67 UA Million
- 03** **ETHIOPIA**
Rural Electrification Project I
2001-2009
32.97 UA Million
- 04** **ETHIOPIA**
Rural Electrification Project II
2006-ongoing
114.31 UA Million
- 05** **GAMBIA**
Rural Electrification Project
2000-2007
13.99 UA Million
- 06** **MOZAMBIQUE**
Rural Electrification Project III
2001-2013
16.62 UA Million
- 07** **TUNISIA**
Rural Electrification Project VI
1999-2005
62.58 UA Million

The Cluster Evaluation Covered

7 PROJECTS all of them on-grid



Representing a net amount
of **200 UA million**

41%
of total approvals for rural electrifica-
tion operations during
the 1999 - 2013 period

Overall, the evaluation found that the project cluster was relevant and effective but delivered inefficiently with results that were unlikely to be sustained. Only four of the seven projects in the cluster were rated satisfactory on development outcomes. It draws the following lessons for future rural electrification interventions.

MAIN LESSONS LEARNED FROM THE RURAL ELECTRIFICATION PROJECT CLUSTER EVALUATION

Quality of project design

Lesson 1

Lack of critical risk analysis and adequate risk mitigation measures can contribute to substantial implementation delays and inefficiencies.

Fostering rural economic development through rural electrification

Lesson 2

Integration between rural electrification and other rural development projects (irrigation, agriculture, water supply, health, education, microcredit, etc.) is critical to better outcomes.

Geographical coverage vs. universal access

Lesson 3

Focusing rural electrification on geographical rather than household coverage can bring electricity closer to rural households but cannot ensure universal access unless issues of affordability to the rural poor are addressed.

Sustaining project benefits

Lesson 4

Appropriate tariffs and subsidies are critical to the financial viability of electricity utilities and to sustaining rural electrification project benefits.

Political support

Lesson 5

Strong political support, including an initial investment subsidy and adequate institutional framework, is necessary to sustain project results.

Feed Africa



Agricultural Value Chains have become very important in linking farmers to African emerging economies and ensuring that “no one is left behind”. They are important not only in developing sustainable agricultural systems, but also in alleviating poverty and promoting financial inclusion, especially of the rural poor, and enhancing country export competitiveness.

IDEV’s 2017 evaluation of the Bank’s support to agricultural value chains development (AVCD) consisted of both a project cluster and a thematic evaluation. The

evaluation assessed the agricultural portfolio of the Bank during the period 2005-2016, which amounted to around UA 3.1 billion. While the project cluster evaluation provides lessons learned from nine case studies that can inform the design and implementation of future AVCD interventions, the thematic evaluation provides recommendations to strengthen the Bank’s approach to AVCD for its Feed Africa strategy, aimed at transforming agriculture in Africa. The evaluation also reviewed the impact of the Bank’s support in terms of promoting gender and improving incomes and agricultural productivity.

MAIN LESSONS FOR BETTER DESIGN AND IMPLEMENTATION OF AGRICULTURAL VALUE CHAINS DEVELOPMENT INTERVENTIONS

Comprehensive AVCD analysis in project design and its subsequent adaptation during implementation is critical.

Lesson 1:

Insufficient analysis in AVCD project designs constrains achievement of outcomes and impact, while comprehensive VC analysis guides implementation and responsiveness to changes in markets and contexts.

Profitability focus is essential throughout the entire value chain.

Lesson 2:

AVCD interventions that focus heavily on increases in commodity production without sufficiently considering the efficiency of the production system and the value chain as a whole, will incur net financial and economic losses.

Appropriate scope and scale.

Lesson 3:

Effective AVCD interventions require realistic planning that takes into account appropriateness of scope in terms of

the time required for contributory activities to mature, the VC actors chosen for support, the scale of activities responsive to the market demand, and sequencing of activities.

Ensuring inclusiveness in AVCD.

Lesson 4:

Deliberate, concerted and targeted efforts at all stages of AVCD design and implementation are essential to ensure inclusiveness. Processes that ensure participation, and mechanisms for equitable benefit sharing, enable meaningful inclusiveness.

Sustaining the benefits of AVCD interventions.

Lesson 5:

Sustained benefit from AVCD interventions requires a comprehensive package of support that ensures partnerships with the private sector, the government and other development actors.



“As we roll out the implementation of the Feed Africa Strategy for Agricultural Transformation (2016-2025) across the continent, the evaluation report of the Bank’s support to Agricultural Value Chains (2006 – 2016) provides a timely assessment of past interventions and offers valuable lessons to improve our future operations in the agricultural sector. Going forward, it reminds us that to transform African agriculture into a wealth-creating, productive and sustainable sector that produces sufficient nutritious food for all, our projects and programs must be well-informed, market-oriented, technology-based and inclusive.”

Jennifer Blanke,
Vice-President Agriculture, Human and Social Development

RECOMMENDATIONS FOR THE FEED AFRICA STRATEGY

The thematic evaluation proposes six overarching recommendations, supported by indicative actions, to strengthen the Bank’s approach to AVCD for the Feed Africa Strategy:

- 1. Build a coherent and consistent approach to AVCD across the Bank operations.** An explicit AVCD approach, a common terminology, and a consistent set of fundamentals should be adopted within the Bank, and discussed/disseminated within the RMCs so as harmonize dialogues on value chain approaches. The fundamentals and enablers proposed by the evaluation can be considered as a starting point. To complement and improve implementation of the Feed Africa strategy, guidelines and an organization-wide capacity development program could be developed in line with the AVCD approach.
- 2. Build AVCD analytical and implementation capabilities.** Successful interventions in AVCD require that country program and project designs are based on AVC analyses as part of their preparatory activities. This initial analysis should involve identification of the support required for the enabling environment and where interventions are required (by the Bank as well as partners).
- 3. Focus AVCD interventions on adding value and achieving sustainable impact:** Based on value chain analyses conducted, interventions should consider which value chain nodes and/or branches can be supported, and in what ways, to achieve the greatest impact for the identified target groups.
- 4. Work with partners, especially the private sector, to strengthen strategic and operational approaches to AVCD.** The Bank should work closely with key partners to develop a coherent approach to AVCD. This will require identification of potential new partners and strengthening of approaches to partnership management in Bank AVCD interventions.
- 5. Take affirmative actions to ensure inclusiveness:** Inclusiveness is already well-covered in policy and design documents but more is required to ensure that inclusiveness results in impact for target populations. The Bank should develop a holistic approach to inclusiveness, which reflects an in-depth understanding of the power relations, bargaining framework and social position of vulnerable groups, and support their inclusion all along the value chain.
- 6. Strengthen policy dialogue to enhance a conducive AVCD environment:** A policy component should be included in interventions to assist in enforcing change and supporting improvements in the AVCD environment.

Integrate Africa



Supporting regional integration is a founding principle of the AfDB. In 2000, the Bank approved its Policy on Economic Cooperation and Regional Integration and in 2009 it adopted an Africa-wide Regional Integration Strategy 2009-2012. The strategy was subsequently implemented through five Regional Integration Strategy Papers (RISPs), one for each region of Africa.

Central Africa is the least integrated region of the continent. It is also a region struggling with multiple development challenges that have to be addressed through a combination of efforts at national and regional levels.

In 2017 IDEV undertook an evaluation of the Bank's **regional integration strategy and operations in Central Africa for the period 2011-2016**. As the Bank considers the way forward after the expiry of the current RISP, the evaluation will inform its deliberations.

In general, the evaluation found that the Bank Regional Integration Strategy in Central Africa was relevant but unrealistic and not well known by development partners. Furthermore, it found no visible influence of the strategy on the design, the portfolio, the implementation and the effectiveness of multinational operations in Central Africa, compared to the period when the strategy did not exist. The operations undertaken under the strategy were relevant but significantly differed from the strategy's indicative program. Their effectiveness, efficiency, and sustainability all fell short of expectations. And lastly, the performance of the Bank, countries and regional organizations was rated unsatisfactory.

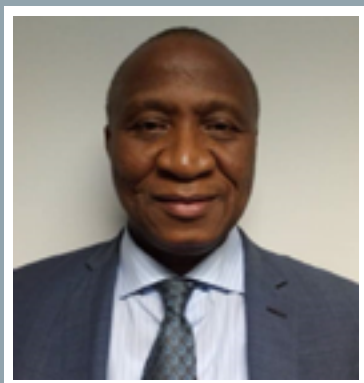


ECCAS

Economic Community of Central African States

MAIN RECOMMENDATIONS TO IMPROVE THE BANK'S REGIONAL INTEGRATION STRATEGY AND OPERATIONS IN CENTRAL AFRICA

- Address the grand challenges of Central Africa with a commensurate tailored approach.
- Move from a Regional Integration Strategy Paper to an indicative operational program.
- Undertake a more active dissemination of the Central Africa regional integration program.
- Improve policy dialogue and leadership.
- Support the private sector.
- Consider more realistic business planning than is currently the case.
- Continue supporting capacity building.



“ The IDEV evaluation enabled AfDB Management to adopt an approach based on: (i) evidence from knowledge products; (ii) a participatory approach; and (iii) greater involvement of the private sector. Indeed, Management took into account the conclusions and recommendations from three studies on the causes of fragility and resilience factors. Management has intensified dialogue with the regional economic communities, in particular through high-level missions and by setting up regular frameworks for exchange and knowledge sharing. To this end, Management plans to organize consultation mechanisms to share lessons learned from the previous regional integration strategy, and also to organize an annual forum on deepening regional integration in Central Africa. Furthermore, Management intends to put in place (before the end of the year) a pipeline of integration projects that leverages on the private sector. ”

Ousmane Doré
Director-General for Central Africa

Industrialize Africa



'Industrialize Africa' represents the AfDB's ambitious strategy to truly transform the continent from low to high productivity activities – from agriculture to agro-industries; from raw mineral resources to high-value semi-processed and/or processed exports.

The industrialization of Africa will require a robust private sector environment to drive and sustain the region's economic growth. Cognizant of the importance that the private sector plays in the industrialization of Africa, IDEV together with the Norad evaluation department organized a series of knowledge events on **Private Sector Development (PSD)** based on the findings of their joint synthesis report **Towards Private Sector-Led Growth: Lessons of Experience**.

The two learning events held in 2017 (one in Nairobi, Kenya, and one in Pretoria, South Africa) attracted over 120 participants from both the public and private sectors, bilateral and multilateral development agencies, development practitioners, the diplomatic corps, academia, think tanks, non-governmental organizations and others interested in private sector development. At the center of the rich exchanges were the policy and institutional constraints to private sector growth in Africa, financing for private sector development, the role of small and medium enterprises as growth nodes, and how governments, development partners, and private sector actors can work to create shared value.

To go beyond the physical events and to continue sharing the knowledge gleaned from the exchanges, the proceedings, photos and videos from the events are publicly available on IDEV's website.



“ There is still a general lack of information on the type of financing and support the AfDB can provide to the private sector. Over and above listening to the views of the users, the learning events serve as peer to peer learning for all partners involved. ”

Mmakgoshi Lekhetho

Executive Director representing South Africa, Lesotho and Swaziland

SEVEN LESSONS LEARNED FROM THE IDEV-NORAD PSD KNOWLEDGE SERIES

On policy and institutional constraints to private sector growth in Africa

1. The private sector needs a clear legal and regulatory framework to thrive. Important issues to be addressed include security of property rights, access to credit, export-quota policies/constraints, tariff and non-tariff barriers, tax regimes, and requirements related to licenses, permits, authorizations and inspections.
2. Mechanisms to promote structured dialogue and knowledge sharing between government entities and the private sector should be institutionalized. Engagement of the private sector during the early stages of project development and pursuit of public-private partnerships are promising avenues to improve strategic collaboration.

On financing private sector development

3. One of the key difficulties facing private sector development in Africa is access to medium- and long-term finance on affordable terms. This challenge can be addressed among others through foreign direct investment, (improved access to) local and regional financial and capital markets, and improved infrastructure. To enhance domestic resource mobilization efforts, Africa needs to build stronger financial institutions, improve regulatory frameworks, and strengthen transparency and accountability systems in the financial and banking sectors.

On the role of small and medium enterprises as nodes of growth

4. To leverage the potential of micro, small and medium enterprises as an important source of innovation and job creation, governments need to make more efforts to create a conducive environment which addresses the specific constraints of MSMEs. These include lack of access to markets and lack of access to finance.
5. Lines of credit to commercial banks for on-lending to MSMEs have not achieved their objectives; therefore other ways to incentivise the banking sector to ensure adequate finance is provided should be explored. To further support MSMEs, innovative tools and instruments, systematic knowledge transfer and flexible tax regimes could usefully be considered.

On how governments, development partners, and private sector actors can work together to create shared value

6. Leadership (political will), implementation capacity, and institutional frameworks are essential for creating and advancing meaningful shared value. But of paramount importance is trust between the public and the private sector. That trust can be built through structured and open communication, inclusive dialogue, participation and accountability, and through efforts on both sides to understand each other.
7. Development partners can play a bridging role between the public and the private sector, acting as a broker/convener who understands both parties reasonably well and helps to bring them closer together.

Improve the quality of life of the people of Africa



Water is an issue that relates to all aspects of development in Africa, including health, agriculture, education, labor supply and even political stability. According to findings presented at the 2012 conference on *“Water Scarcity in Africa: Issues and Challenges”*, it is estimated that by 2030, 75 million to 250 million people in Africa will be living in areas of high water stress, which will likely displace anywhere between 24 million and 700 million people as conditions become increasingly unlivable¹.

To date an estimated 339 million people lack safe drinking water and another 473 million lack basic sanitation services in rural areas in Africa. The AfDB is a leading financing partner of water and sanitation services (WSS) and agricultural water management (AWM)² in Africa, and the water sector is an important element of the Bank’s Ten-Year Strategy and the High 5s. Against this background, IDEV undertook an evaluation of the Bank’s support to the water sector between 2005 and 2016, covering the assistance provided by the Bank in the form of infrastructure, knowledge and analytical work for WSS -UA 3.7 billion of investment- and AWM -UA 2.2 billion.

The evaluation was intended to help Management determine the extent to which the Bank has contributed to the development of the water sector in RMCs, as well as learn from its operational experiences, by identifying lessons on how the Bank can contribute most effectively to improve the water sector of its RMCs. It is based on multiple lines of evidence comprising a policy and literature review, a portfolio review, evaluation report assessments of 41 visited projects across 23 countries, and 10 country case studies. In addition to the stakeholders meetings held during the project site visits, 193 persons were interviewed through the country case studies.

1. Wikipedia: “Conference on Water Scarcity in Africa: Issues and Challenges». Archived from the original on 1 April 2016. Retrieved 11 November 2016.

2. Agricultural water (Water for food) is concerned with making water available and accessible for agricultural purposes. The measures taken in this respect involve variable combinations of irrigation, drainage and flood control, water conservation and storage, on-farm water management, and institutional support to improve sustainability, user operation and management. Collectively, these interventions are called Agricultural Water Management (AWM).

MAIN RECOMMENDATIONS FROM THE WATER SECTOR EVALUATION³

1. The Bank should prioritize holistic solutions to water sector challenges, based on capacity and sustainable models of integrated development.
2. The Bank should consider increasing the attention focused on addressing sector reforms, policies and plans in the water sector that ensure: (i) water resource management; (ii) sustained service delivery; and (iii) efficiency, particularly performance of utilities in the urban projects and local governance in rural projects.
3. The Bank should ensure that an effective participatory approach (with an appropriate level of collaboration with stakeholders) is used at all stages (design, implementation, completion and exit) of its interventions.
4. The Bank should improve the measurement and reporting of development results. M&E should be strengthened, including baseline data, appropriate coverage of outputs and outcomes (for both hard and soft infrastructure), and using monitoring information to address emerging issues during project implementation and post-completion.
5. The Bank should promote platforms, networks and knowledge products for the enhanced transfer of experience between development partners, governments, operational experts and evaluators to deepen knowledge-transfer for improved performance.

3. The report has not been presented to CODE yet. The recommendations will only be final following CODE's endorsement.

Other special priority areas

In addition to the High 5s, the Bank also invests in other special priority areas including gender and state fragility through its operations and knowledge work. In this context, IDEV's work in 2017 also contributed to knowledge-building and sharing in these areas.

Gender



In 2017 IDEV led the production of the Evaluation Cooperation Group (ECG) reference document on **Integrating Gender into project-level evaluation**. It sets out practical approaches for Independent Evaluation Offices of multilateral development institutions to strengthen the treatment of gender equality and women's empowerment in their evaluation programs, and more specifically in evaluations of projects. Going forward, IDEV and other ECG members will apply these approaches in their evaluations.

State fragility



African states facing fragility house a fifth of the continent's population and a significant proportion of those living in extreme poverty. Supporting the economic recovery of these states calls for a different approach built around dialogue, local ownership and the celebration of success. Its recent evaluations of the Bank's performance in countries affected by political turmoil and social and economic instability –Togo, Burundi, Democratic Republic of Congo and Côte d'Ivoire- have helped IDEV to derive some common lessons applicable to countries classified as "fragile" for greater impact of the Bank's future operations in these states.

SUPPORTING THE DEVELOPMENT OF STATES FACING FRAGILITY: LESSONS LEARNED FROM IDEV EVALUATIONS OF THE BANK'S STRATEGIES AND PROGRAMS IN BURUNDI, CÔTE D'IVOIRE, DEMOCRATIC REPUBLIC OF CONGO AND TOGO

Côte d'Ivoire



Togo



Democratic Republic of Congo



Burundi



IDEV evaluations attribute the gradual removal of some factors of fragility to the interventions of the AfDB in those states during the evaluation period. In most cases, human and institutional capacity for administrative and economic governance were strengthened, underemployment was reduced through social infrastructure projects, and equal access to services and resources was improved through budget support operations which contributed to creating fiscal space, making it possible to expand services in the education and health sectors.

However, to effectively address the deep-seated structural factors responsible for the fragility of these states, IDEV recommends the following actions:

At the strategic level, the Bank should explicitly include inclusive growth objectives in its Country Strategy Papers and ensure that they are reflected in the project portfolio and in the policies and strategies of the countries in transition.

At the operational level, the Bank should better align its financial instruments and procedures, including its technical assistance, to the context of states facing fragility.

Table 1: Alignment of IDEV 2017 evaluations to AfDB top priorities and the Bank's transformation process

The High 5 priorities

	Light up and power Africa	Feed Africa	Industrialize Africa	Integrate Africa	Improve the quality of life of the people of Africa	Bank Transformation
Strengthening Agricultural Value Chains to Feed Africa: Project cluster evaluation						
Spurring Local Socio-Economic Development Through Rural Electrification: Project cluster evaluation						
Côte d'Ivoire: Evaluation of the Bank's Country Strategy and Program 2006-2016						
Nigeria: Evaluation of the Bank's Country Strategy and Program Evaluation 2004-2016						
Addressing Regional Integration Challenges in Central Africa: Evaluation of the regional integration strategy and operations for Central Africa, 2011-2016						
The African Development Bank's Support for Agricultural Value Chains Development: Lessons for the Feed Africa Strategy						
Evaluation of AfDB's Support to the Water Sector (2005-2016) Beyond Infrastructure Development: Toward Service Delivery and Behavioral Change						
The African Development Bank's Human Resource Management Policy and Strategic Directions: A Formative Evaluation						
Comparative study of Board Processes, Procedures and Practices in International Financial Institutions						

Chapter 3

Evidence for better strategies,
programs and processes at the
African Development Bank



In order to help accelerate the transformation of the African continent, the Bank's agenda goes beyond an operational focus on the High 5s; it must also ensure that it manages itself efficiently and effectively as an institution. Achieving the Bank's ambitious development goals requires staff and managers at the AfDB to frequently assess the quality and effectiveness of the Bank's corporate strategies, programs and processes to make adjustments or feed into the design of new policies and interventions. In 2017, IDEV evaluation products and knowledge work provided evidence to help inform these review processes (see table 1).

Notably, IDEV evaluations of the Bank's country strategy and program in Côte d'Ivoire (2006-2016) and in Nigeria (2004-2016) will contribute to the new Country Strategy Papers for these countries to be developed in 2018.

MAIN RECOMMENDATIONS OF COUNTRY STRATEGY AND PROGRAM EVALUATIONS OF CÔTE D'IVOIRE AND NIGERIA

CÔTE D'IVOIRE

1. Provide strategic support to Côte d'Ivoire for more inclusive growth, with a view to reducing poverty and inequality nationwide.
2. Strengthen policy dialogue on strategic issues and support it through relevant analytical work.
3. Complete public-private partnership feasibility studies with systematic analyses of the consequences of sovereign guarantees.
4. Enhance the Bank's visibility in relation to its involvement in supporting Côte d'Ivoire's development strategy.
5. Strengthen monitoring and evaluation of outcomes achievement with regard to the Bank's operations and strategies.
6. Clarify the guidelines and forms of intervention with regard to emergency assistance to ensure that they are better tailored to the risks and sources of fragility, and ensure rapid interventions that hit their targets in as short a time as possible.

NIGERIA

1. Promoting inclusive growth across gender, age, and region should play a more central part in the Bank's strategy documents and operational pipelines, in line with the new Federal Government of Nigeria priorities.
2. Diversify the Bank's private sector interventions to enhance development results.
3. Improve and streamline the Bank's various M&E instruments.
4. Strengthen the formulation and use of quantitative outcome indicators.



“ The Nigeria CSP evaluation undertaken by IDEV has provided very valuable lessons to be incorporated in the design of the new Country Strategy Framework planned for 2017. The lessons highlighted by IDEV will help RDNG to maximize the development impact of Bank’s interventions as well as their contribution to the High 5 agenda of the Bank. ”

Ebrima Faal,
Senior Director of the Nigeria Country Department



IDEV's first formative evaluation, of the current state of the **Bank's Human Resources Management System** as compared to industry best practices, was particularly timely given the ongoing restructuring of the Bank in the context of the High 5s and the Development and Business Delivery Model. The evaluation provided Bank Management with six key recommendations under

two strategic directions: addressing infrastructural deficiencies and upgrading the policy framework. The results from this evaluation were well received by Management and will help inform the ongoing reform of the Bank's HR strategy and processes, in particular the new People Strategy currently being developed.

MAIN RECOMMENDATIONS FROM IDEV EVALUATION OF AFRICAN DEVELOPMENT BANK'S HUMAN RESOURCE MANAGEMENT POLICY AND STRATEGIC DIRECTIONS

Address infrastructural deficiencies

- The Bank needs to address important infrastructural deficits to enable the implementation of HR Management processes at a higher level of maturity. In particular, the Bank should develop a framework which identifies critical technical skills required to implement the High 5s and which should inform workforce planning, and an HR information system solution which integrates information across processes, providing a single source of information to support decision making.
- Compliance and consequence management continue to be considerable challenges for the Bank in the context of HR Management. To address these challenges, the Bank should continue to increase the extent of automation across HR processes. Automation should not only target increased efficiency, but also process monitoring and compliance auditing.
- A key success factor for the next HR Strategy will be to focus on implementation before policy changes.

Upgrade the policy framework

- After ensuring that appropriate tools are in place to monitor compliance and promote transparency, the HR Department should ensure that an adequate policy framework is in place to enable the achievement of workforce outcomes, particularly with respect to staff promotion and mobility, as well as rewarding staff based on performance.
- Affirm staff development as the primary rationale for the performance management system by weakening the connection between performance ratings and annual salary increases, and reducing the time and resources devoted to ranking and categorizing staff.
- Increase the emphasis placed on engagement as a means of motivating staff and building a culture of trust and integrity.

Moreover, IDEV informed a discussion of Board members on improving the efficiency and effectiveness of the Board by delivering a comparative study of **Board Processes, Procedures and Practices across**

International Financial Institutions. The study was intended to be a comparative review leading to the identification of lessons and good practices, to inform, rather than recommend, a particular course of action.

MAIN FINDINGS OF THE COMPARATIVE STUDY OF BOARD PROCESSES, PROCEDURES AND PRACTICES

- All organizations' Boards and managements struggle to varying degrees with finding the appropriate balance between providing oversight over strategy, risk and results, and engaging in more executive, transactional activities and decisions, especially as the internal and external context changes. The desire to shift the balance towards more strategic oversight is felt by both Executive Directors of the Board and senior management.
- The importance of well-functioning Board committees. While Board committees do not decide, they determine the extent and strength of consensus –indeed build consensus– and identify those limited number of items that warrant full Board consideration. It is important to strengthen Committees to provide clear and timely inputs to full Board discussions.
- The critical contribution of Secretary General Offices to the effectiveness and efficiency of corporate governance. The Secretary General serves as a privileged channel of communication between Board and management, and provides institutional memory and continuity to the Board and its Committees. Secretary General Offices therefore deserve to be adequately resourced.
- Greater delegation of authority for operations to Management requires the ability to track Management commitments and results.
- The importance of building an esprit de corps and a shared understanding of the opportunities and challenges among Executive Directors as officers of the organization, who otherwise represent different shareholder interests. A thoughtful and thorough induction program facilitated by the Secretary General, and the provision of supportive materials is essential.
- The importance of building social capital, the basis for trust and confidence among Executive Directors, and between the Board and Management, is vital for effectiveness and efficiency of corporate governance.



// The study provided an inventory of critical aspects of Board effectiveness and efficiency as observed in key multilateral development institutions. Many of the findings mirror issues that have emerged over my past six years of engagement with the Board on the matter. The findings and recommendations of this study enabled us to identify an effective and prioritized action plan to improve the Board's role in ensuring sound achievement of AfDB shareholders' objectives and strategic goals. //

Samy Zaghloul,
Executive Director representing Egypt and Djibouti,
Dean of the Board

In addition to the independent evaluations it conducted, IDEV also **validated the internal self-evaluations** of the Bank's public and private sector operations conducted by Management. In 2017, 98 Project Completion Reports were validated by IDEV.

Knowledge management, communication and outreach are integral parts of the IDEV work program during the evaluation process and after an evaluation is completed. Knowledge management and communications activities are effective tools for informing stakeholders about IDEV evaluations, publicizing them and encouraging discussion, and thereby increasing their impact. In 2017, IDEV prepared **knowledge products**, such as briefs and highlights, for each evaluation it published, targeting different internal and external audiences. Findings, lessons and recommendations from all evaluations were included in the searchable **Evaluation Results Database**. Follow-

up actions in response to IDEV recommendations are tracked through the **Management Action Record System** (see Annex 3).

In 2017, IDEV produced four editions of **Evaluation Matters** magazine, dedicated to "The Problem with Development Evaluation and What to Do About It", "The Comprehensive Evaluation of Development Results – Behind the scenes", "Evaluation in the Era of the SDGs" and "Evaluation as a Driver of Reform in IFIs". IDEV also actively used its website, along with email communication to subscribers, to publicize its work and solicit feedback on ongoing, future, and completed evaluations. IDEV's website idev.afdb.org serves as a knowledge repository of all IDEV evaluations, knowledge products and event proceedings.

Finally, IDEV organized and participated in a number of global evaluation conferences and events (see Annex 4).

Chapter 4

Developing evaluation capacity and building partnerships for improved performance



In the belief that stronger capacity leads to stronger results, IDEV supports capacity development in the area of evaluation, both within the Bank and in its RMCs. It also works with partners to raise awareness of and advocate for evaluation, thereby promoting an evaluation culture across the continent.

Strengthening evaluation capacity in Regional Member Countries

Under the **Strengthening National Evaluation Systems** (SNES) initiative, IDEV continued to work with national governments in **Tanzania** and **Ethiopia** to develop the evaluation capacity in these countries. A major achievement under the SNES initiative in 2017 was the approval by the Council of Ministers of the National Evaluation Policy and Guideline in Ethiopia. IDEV will now support the Ethiopian authorities in rolling it out across the government and administration, both at federal and at regional level. In Tanzania, the Planning Commission in the Ministry of Finance and Planning has submitted an official request for further capacity development from IDEV, which will inform IDEV's ECD work plan in 2018.



Among its activities to support capacity building of parliamentarians, IDEV, which continues to host the **APNODE** secretariat, supported the successful conduct of the network's Third Annual General Meeting in Khartoum, Republic of Sudan, from 15 to 17 July 2017. Among the highlights of the meeting were the election of a new Executive Committee; the approval of proposed amendments to the Constitution and the membership policy; and the adoption of the Network's Strategic Plan for 2017-2021.

The **Evaluation Platform of Regional African Development Finance Institutions** (EPRADI) focused on further consolidating the administrative system and procedures of the platform.

In 2017 IDEV also supported the “**Twende Mbele**” network, a partnership among Benin, South Africa and Uganda focusing on knowledge sharing, peer learning and collaboration among African countries to build their monitoring and evaluation systems to strengthen government performance and accountability to African citizens. IDEV is one of the two regional evaluation capacity development partners of the network.



The Twende Mbele M&E Partnership Programme was officially launched at the African Evaluation Association Conference in Kampala, Uganda on 28 March. Twende Mbele, a Swahili term meaning «moving forward together» focuses on using peer learning among African countries to build M&E systems and strengthen government performance and accountability. The initial partners are the Office of the Prime Minister in Uganda, the Office of the President in Benin, the Department of Planning, Monitoring and Evaluation in South Africa, CLEAR-AA, and IDEV.

Providing learning opportunities for the evaluation community

In 2017 IDEV undertook a number of trainings to strengthen the capacity of its staff. It also launched and rolled out a webinar series for the evaluation community within and outside the Bank. The series was kicked off by a webinar on *Qualitative Comparative Analysis in the CEDR Process* followed by one on *How Do Organizations learn? Implications and Strategic Direction for Independent Evaluation*. Having proved popular, IDEV will continue this initiative in 2018.



Partnerships

IDEV collaborates with a number of expert organizations to further the cause of evaluation on the continent. These include the evaluation offices of the United Nations Development Program, Unicef and UNWomen; the International Initiative for Impact Evaluation (3ie); the Centers for Learning on Evaluation and Results (CLEAR); various national evaluation associations; the African Evaluation Association (AfrEA); EvalPartners and others. In 2017, IDEV strengthened its strategic partnerships with leading regional entities such as CLEAR-AA to promote an evaluation culture and facilitate targeted and relevant learning opportunities for a variety of evaluation stakeholders at the regional level.

Chapter 5

The road ahead



IDEV faced serious staff constraints in 2017; with 12 vacant positions, it operated at 70% capacity for most of the year. Consequently, the delivery of several evaluations had to be postponed to 2018. Recruitment of staff will therefore be a top priority for IDEV in 2018.

As of 31 December 2017, IDEV was working on more than 25 ongoing evaluations⁴, many of which will be delivered in 2018, and 12 additional evaluations will begin in 2018, for delivery in 2019. These include five project cluster evaluations, five country strategy and program evaluations, a Country Strategy Paper Completion Report Validation pilot, four sector and thematic evaluations, seven corporate evaluations, and three evaluation syntheses. In addition to these evaluations, IDEV will continue to strive for 100% validation of Project Completion Reports and 50% of Extended Supervision Reports.

IDEV's **Independent Evaluation Strategy** will come to an end in 2018, and in addition to an internal review of the implementation of the Strategy, IDEV will also undergo an external peer review of the evaluation function at AfDB -led by members of the Evaluation Cooperation Group- to inform the way forward. Consultations for designing the new IDEV three-year work program for the period 2019-2021 will be conducted in parallel.

IDEV's knowledge management program in 2018 will be highlighted by the biennial **Development Evaluation Week 2018**. More than 300 participants are expected to partake in this important knowledge sharing and learning event, which will focus on the role of evaluation in strengthening development impact in Africa.

IDEV will also emphasize **learning from evaluations** by undertaking more engagement with Bank operations, policy and support complexes through capitalization workshops to allow ample discussions on evaluation findings and lessons learned. Increased efforts are being made to make IDEV evaluations more accessible and easy to share. Illustrative videos and infographics to accompany key evaluations and reports have proven successful in communicating major findings and recommendations to a range of audiences, strengthening adoption and overall impact, and will be continued in 2018.

Thanking our stakeholders, partners and staff

Taking stock of our achievements in 2017, we are grateful to all individuals and organizations who have supported our work during this past year.

We are particularly thankful to the AfDB Board of Directors, Management and staff. You helped us shape and implement our work program and deliver on our goals of providing a basis for accountability, contributing to enhanced learning and promoting an evaluation culture.

4. See Annex 2.



Funding partners



Implementing partners



A special word of thanks goes to our partners who made it possible for IDEV to carry out its planned evaluations, to facilitate knowledge sharing and learning around key thematic issues, and to further evaluation capacity development on the continent.

Thank you also to the men and women behind IDEV's evaluations, knowledge products and activities. In spite of the staffing challenges we faced, 2017 was a productive year because of you.

The make-up of the IDEV Team

As of December 2017, IDEV **had 25 staff members** (excluding vacant posts), 19 professional level staff and six general service staff, representing **20 countries**. They are supported by a team of long- and short-term consultants. Women make up **37 percent** of the professional level staff. The staff and consultants have an extensive and diverse range of academic backgrounds and (evaluation) experience. They have worked with a wide variety of government entities, multilateral development agencies and the private sector, both within and outside of the African continent.







Annexes

Annex 1: IDEV 2017 Evaluation Highlights



What did IDEV evaluate?

The AfDB has increasingly been moving towards Agricultural Value Chain Development (AVCD) in its agricultural sector portfolio, given that the AVCD approach is key to its Feed Africa Strategy (2016–2025). In this context, IDEV conducted an evaluation of a cluster of nine AfDB agricultural value chain interventions over the period 2005–2016, as input to the broader thematic evaluation of “AfDB Support to the Agricultural Value Chains Development: Lessons for the Feed Africa Strategy”.

The project cluster evaluation aimed to: a) assess the performance of the Bank’s project approaches to AVCD with respect to relevance, effectiveness, inclusiveness and sustainability; and b) provide key lessons that can be applied for designing new AVCD interventions and improving ongoing ones.

What did IDEV find?

Relevance

The projects maintained high relevance to Member Countries and Bank strategies as well as the needs of the target population. However, there have been several limitations in the analysis and design of AVCD approaches. The overall approach is largely appropriate and well-aligned with Bank country strategies and programs, but the analyses of both the policy environment and specific value chain operations are inadequate across all studied interventions. Country commodity strategies could be more closely aligned with interventions. The findings also show that interventions are not always designed to have the appropriate scope and scale suited to the needs of the value chain (VC). In particular, activities were not sufficiently targeted to the most pertinent needs, and interventions are often of too short a duration to influence VC dynamics.

Effectiveness

The Bank’s VC-related interventions are generally effective in achieving their stated objectives of increasing production or physical access to markets, but they are not consistent in achieving overall AVCD results. The Bank is supporting some enablers identified for successful AVCD, but generally does not provide a full package of support for the targeted commodities in ways that would achieve the intended objectives. The five key aspects of the enabling environment for AVCD addressed in the case study projects include good partnerships and linkages, a conducive policy and regulatory environment, availability of infrastructure and information communication technology (ICT), business support services, and access to finance.

Inclusiveness

AVCD interventions in all case studies have incorporated some design elements to address inclusiveness, but in practice, equitable distribution of benefits is not achieved. Seven of the nine interventions included some design elements (quotas) to ensure the participation of women, and in a few cases, youth. Indicators and appropriate data to measure inclusiveness were not usually present in the interventions and evidence was not found to support quotas and participation rates in order to guarantee equitable distribution of benefits among all VC actors.

Sustainability

Sustainability of benefits from AVCD interventions is difficult to assess and receives insufficient attention from design to exit strategy. Overall, sustainability of investments results is assessed as unlikely due to insufficient planning for institutional mechanisms to support ongoing operations beyond project implementation.

What lessons did IDEV draw from the evaluation?

The Bank's focus on AVCD is emergent and yet to mature. The case studies demonstrate substantial potential for strengthening the AVCD approach within the Bank's strategies and operations. Five key lessons from this evaluation could help guide and consolidate this process.

Comprehensive AVCD analysis in project design and its subsequent adaptation during implementation is critical.

Lesson 1: Insufficient analysis in AVCD project designs constrains achievement of outcomes and impact, while comprehensive VC analysis guides implementation and responsiveness to changes in markets and contexts.

Profitability focus is essential throughout the entire value chain.

Lesson 2: AVCD interventions that focus heavily on increases in commodity production without sufficiently considering the efficiency of the production system and the value chain as a whole, will incur net financial and economic losses.

Appropriate scope and scale.

Lesson 3: Effective AVCD interventions require realistic planning that takes into account appropriateness of scope in terms of the time required for contributory activities to mature, the VC actors chosen for support, the scale of activities responsive to the market demand, and sequencing of activities.

Ensuring inclusiveness in AVCD.

Lesson 4: Deliberate, concerted and targeted efforts at all stages of AVCD design and implementation are essential to ensure inclusiveness. Processes that ensure participation, and mechanisms for equitable benefit sharing, enable meaningful inclusiveness.

Sustaining the benefits of AVCD interventions.

Lesson 5: Sustained benefit from AVCD interventions requires a comprehensive package of support that ensures partnerships with the private sector, the government and other development actors.



Spurring Local Socio-Economic Development Through Rural Electrification: Project cluster evaluation

What did IDEV evaluate?

This evaluation presents the main findings of a synthesis of seven rural electrification projects funded by the African Development Bank Group in Benin, Ethiopia, The Gambia, Mozambique and Tunisia. The projects were approved and implemented during the 1999-2013 period.

List of projects evaluated

Country	Project Name	Period (Approved-Completed)	Net Amount (UA Million)	Total Cost (UA Million)	Region
Benin	Electrification of 17 Rural Centres	2000-2005	4.80	7.30	West
Benin	Rural Electrification Project II	2003-2011	12.32	17.67	West
Ethiopia	Rural Electrification Project I	2001-2009	34.23	32.97	East
Ethiopia	Rural Electrification Project II	2006-ongoing	87.20	114.31	East
Gambia	Rural Electrification Project	2000-2007	2.84	13.99	West
Mozambique	Rural Electrification Project III	2001-2013	10.38	16.62	South
Tunisia	Rural Electrification Project VI	1999-2005	48.32	62.58	North
TOTAL			200.09	258.14	

The objective of this project cluster evaluation is to assess the relevance, effectiveness, efficiency and sustainability of completed rural electrification projects and to identify key lessons based on what worked and what did not.

What did IDEV find?

Relevance

The objectives of the projects are well aligned with the rural electrification needs and priorities of the five target countries and with AfDB priorities and strategies, which consider rural electrification as a key driver of rural development. However, project design was found to be weak.

Effectiveness

The projects provided the main physical outputs necessary to increase rural populations' access to electricity, but largely failed to connect households to electricity in a timely manner.

Efficiency

Project efficiency was unsatisfactory because, although economically viable, they have suffered from limited financial viability and significant delays in implementation.

Sustainability

The sustainability of project benefits is also considered unsatisfactory. The project facilities are technically, environmentally and socially sustainable, but the projects are weak in terms of financial viability; institutional sustainability and capacity building; political and governance environment; ownership; and resilience to external factors. Power utilities rely on government subsidies to continue to operate, due to issues of electricity tariffs, insufficient electricity production capacity, and high investment and operating costs.

Finally, the monitoring and evaluation systems in the projects were found to be weak.

What lessons did IDEV draw from the evaluation?

Quality of project design

Lesson 1: Missing critical risk analysis and inadequate risk mitigation measures can contribute to substantial implementation delays and inefficiencies.

Fostering rural economic development through rural electrification

Lesson 2: Integration between rural electrification and other rural development projects (irrigation, agriculture, water supply, health, education, microcredit, etc.) is critical to better outcomes.

Geographical coverage vs. universal access

Lesson 3: Focusing rural electrification on geographical rather than household coverage can bring electricity closer to rural households but cannot ensure universal access unless issues of affordability to the rural poor are addressed.

Sustaining project benefits

Lesson 4: Appropriate tariffs and subsidies are critical to the financial viability of electricity utilities and to sustaining rural electrification project benefits.

Political support

Lesson 5: Strong political support, including an initial investment subsidy and adequate institutional framework, is necessary to sustain project results.



Côte d'Ivoire: Evaluation of the Bank's Strategy and Program 2006–2016

What did IDEV evaluate?

During the period 2006-2016, the African Development Bank financed 35 projects in Côte d'Ivoire, totaling more than UA 1 billion. The Bank supported projects in seven areas of activity.

The evaluation aims to assess the achievements of the Bank's support to Côte d'Ivoire and to draw relevant lessons from the experience in order to improve the Bank's future strategies in the country.

What did IDEV find?

The Bank's Strategy and Program is rated satisfactory overall:

Relevance

The Bank's strategy is deemed satisfactory. The Bank was able to adapt its strategy to the changing country environment. The design of projects is deemed satisfactory overall, even though the intervention logic was not sufficiently clear for some projects.

Effectiveness

The effectiveness is rated satisfactory overall. The Bank has contributed significantly to Côte d'Ivoire's remarkable progress in reducing fragility, stimulating economic growth, strengthening infrastructure (energy, transport) and improving people's living conditions.

Efficiency

The Bank's efficiency in managing the portfolio is rated as satisfactory overall. The same applies to the use of resources even though this conceals wide disparities between projects, due mainly to their low quality at entry.

Sustainability of Bank operations results

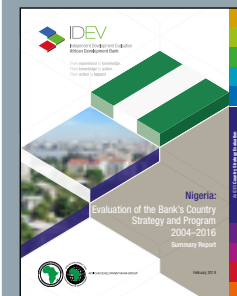
is deemed satisfactory for private sector operations (with sovereign guarantees) and rated unsatisfactory for public sector operations, although it improved over the period considered. Despite Côte d'Ivoire's progress over the decade and the good performance of the Bank, challenges remain, including factors of fragility; social demand related to poverty and inequality; stakeholder expectations of Bank support for projects, programs and policy dialogue; weaknesses in the quality of design, supervision, and monitoring and evaluation of interventions, and their lack of visibility; the unconventional use of budget support.

What did IDEV recommend?

1. Provide strategic support to Côte d'Ivoire for more inclusive growth, with a view to reducing poverty and inequality nationwide.
 2. Strengthen policy dialogue on strategic issues and support it through relevant analytical work.
 3. Complete public-private partnership feasibility studies with systematic analyses of the consequences of sovereign guarantees.
 4. Enhance the Bank's visibility in relation to its involvement in supporting Côte d'Ivoire's development strategy.
 5. Strengthen monitoring and evaluation of outcomes achievement with regard to the Bank's operations and strategies.
 6. Clarify the guidelines and forms of intervention with regard to emergency assistance to ensure that they are better tailored to the risks and sources of fragility, and ensure rapid interventions that hit their targets in as short a time as possible.
-

What did Management respond?

Management agrees overall with the evaluation results. The evaluation's general conclusion is that the performance of the Bank's operational strategies and programmes in Côte d'Ivoire during the reference period is satisfactory. The operations have had a positive impact and produced tangible results on the post-crisis situation. However, Management notes the challenges highlighted by the evaluation, in particular, the weak and slow response in emergency situations which reduced the effectiveness of the Bank's actions. It has also noted the weaknesses raised in terms of sustainability of the operations due to a lack of central government commitment to guarantee the continuity and smooth operation of the structures established.



Nigeria: Evaluation of the Bank's Country Strategy and Program (2004-2016)

What did IDEV evaluate?

IDEV evaluated the Country Strategy and Program in Nigeria from 2004 to 2016, during which period the Bank approved 62 projects worth approximately UA 2.95 billion. The evaluation is intended to inform the next Country Strategy Paper (CSP) due in 2018, and to contribute to both accountability and learning in the Bank in general.

What did IDEV find?

Has the Bank achieved the intended results in Nigeria?

The relevance of the Bank's assistance was rated Satisfactory.

The alignment of its CSPs with Nigeria's national strategies is high, fostered by its engagement to meet its member countries' specific needs and its participation in national dialogue processes. At the sectoral level, Bank support was closely aligned with the country's needs and priorities for each of the targeted sectors. In addition, the Bank-funded projects responded to the real needs of the ultimate beneficiaries.

The effectiveness of the Bank's program was rated Moderately Satisfactory.

Both public and private sector projects studied in-depth had a moderate to high level of achievement of immediate results (outputs) but generally lower achievement of intermediate results (outcomes/impact) as compared to what had been projected at the time of approval. The timeliness for achieving outputs and outcomes varied significantly among projects and slow project implementation hampered the achievement of results.

The sustainability of Bank results was rated Moderately Satisfactory.

In the public sector, projects complied with the Bank's Environmental and Social Policy, and for high risk projects, measures were introduced prior to project approval for environmental and social mitigation/enhancement, the capacity of country institutions and systems, and the availability of funding to ensure environmental and social sustainability. In the private sector, the majority of projects are Lines of Credit to financial intermediaries with inherently low risk; all proved commercially viable.

Crosscutting issues were addressed in a limited manner.

All CSPs addressed relevant crosscutting issues such as inclusiveness (by gender, age and region), climate change and green growth, but only the current CSP is giving adequate attention to these issues. Comparatively few projects in the Bank's portfolio directly address these areas.

How has the Bank managed its operations in Nigeria?

Efficiency was rated Moderately Satisfactory. Procurement and disbursement processes negatively affected the timeliness of project implementation in several public sector projects. They experienced considerably more disbursement difficulties than private sector projects due to the nature of the instruments used.

The Bank's strategic focus and instruments are based on sound analysis that demonstrates a solid understanding of the country context. **The CSPs' risk assessments include mitigation measures;** however, it is not always clear how these measures can contribute to improvements in project implementation in security-challenged parts of Nigeria.

The Bank participated actively in policy dialogue based on the stated priorities of the Federal Government of Nigeria, but does not take the lead as often as it could. **Also, it did not follow through with solid engagement in analytical work,** and there is no evidence of knowledge products' usefulness for beneficiaries or of their importance for the Bank's position in the country's policy dialogue system.

The Bank is well known in the country and its interventions are well harmonized with those of other development partners. However, it has not leveraged its position to attract additional funding.

The practice of managing for development results has improved. However, results were hampered by insufficiently frequent M&E activities, poor supervision quality, and reporting requirements that were often unmet. Results based logical frameworks and monitoring for development results in CSPs gradually improved during the period under analysis, but reporting on outcome indicators remains problematic. The Bank also has a monitoring system aimed at achieving timely, comprehensive reporting and this has been extended over time to private sector borrowers. But lack of an appropriate M&E system for Lines of Credit made private sector development results harder to trace.

What did IDEV recommend?

The evaluation proposes four main recommendations based on its findings and analysis.

1. Promoting inclusive growth across gender, age, and region should play a more central part in the Bank's strategy documents and operational pipelines, in line with the new Federal Government of Nigeria priorities. The new CSP should include elements that respond to the government's social welfare and economic diversification priorities. These include interventions focused on enhancing social inclusion and livelihoods with a clearer, direct impact on poverty reduction.

2. Diversify the Bank's private sector interventions to enhance development results, going beyond enormous concentration on financial intermediation to contribute to high potential areas such as commercial agriculture and infrastructure.

3. Improve and streamline the Bank's various M&E instruments. The Bank's operational and strategic instruments should complement each other to enhance the results-based approach.

4. Strengthen the formulation and use of quantitative outcome indicators. Selected outputs and outcomes should reflect the country's medium-term strategic priorities. The Government has embarked on an ambitious reform agenda that is critical to improving the macroeconomic environment. However, there has been little focus on policy and institutional indicators thus far, or on their linkage to impact indicators of poverty reduction and inclusive growth.

What did Management respond?

Management welcomes IDEV's report on the Bank's development assistance to Nigeria over 2004–2016, covering four different Country Strategy Papers. This evaluation takes place at a time when Nigeria is transitioning to middle-income status and the Bank is repositioning itself in the country with its Development and Business Delivery Model (DBDM), aiming to increase its development effectiveness and country engagement. The evaluation provides a timely assessment of the CSPs' relevance, effectiveness, efficiency, and sustainability in their key areas of support. Management welcomes the recommendations of the IDEV report—particularly those focusing on inclusiveness, diversification of private sector, interventions and improving monitoring and evaluation—which will inform the Bank's new CSP for Nigeria for 2018–2022, to be presented to the Board of Directors for consideration during the 3rd quarter of 2018.



Addressing Regional Integration Challenges in Central Africa: Evaluation of the AfDB regional integration strategy and operations for Central Africa, 2011-2016

What did IDEV evaluate?

The evaluation assesses (a) the relevance and consistency of the Bank's strategy and operations in fostering regional integration in Central Africa during the period 2011-2016 and (b) the relevance, efficiency, effectiveness and sustainability of the Bank's multinational operations (MOs) in that region. It examines the strategy for Central Africa and 39 MOs approved between 2008 and 2016 to compare the MO portfolio during 2008-2011, before the approval of the strategy, with the situation in 2011-2016, after the approval. The evaluation also provides an appreciation of the Bank's performance and that of countries and regional organizations. It concludes with recommendations for improvement in the design and implementation of the new strategy and operations for regional integration in Central Africa.

What did IDEV find?

The strategy is deemed relevant but unrealistic and not well known by development partners.

In addressing infrastructure and capacity building obstacles, the strategy was relevant. However, it was based on an unrealistic theory of change with respect to the causal relationships between limited and uncertain resources and expected outcomes in terms of development and regional integration. The strategy was not well known by development partners, the private sector, civil society, and donors. **The evaluation found no visible influence of the strategy on the design, the portfolio, the implementation and the effectiveness of MOs in Central Africa, compared to the period when the strategy did not exist.**

The operations undertaken under the strategy were relevant but significantly differed from the strategy's indicative portfolio. **Their effectiveness is rated unsatisfactory.** Only one of the four cases studied was found to have satisfactorily produced the expected outputs and outcomes. **The efficiency of the operations is also unsatisfactory.** The implementation of operations took on average two years longer than planned due to various difficulties. Finally, **the sustainability of operations is deemed highly unsatisfactory.** There was a lack of country level resources to finance development programs and maintain results, little ownership of the results of operations, ineffective reforms of road maintenance funds, and ECCAS faces permanent financial uncertainty due to nonpayment of the Community Contribution by States and its dependence on donors.

The performance of the Bank is assessed as unsatisfactory. The evaluation found no evidence that the Bank carried out high-level policy dialogue, nor did it take the lead to foster donor coordination. The quality at entry of the operations was insufficient to produce timely results and to sustain them. Monitoring and evaluation of operations was weak, and the support of the Bank to the private sector remained theoretical.

The performance of the countries is rated unsatisfactory. Although countries have ratified key international conventions and have provided political backing to regional organizations, effective political commitment and financial contributions of countries to regional organizations were sporadic. This undermines the leadership and operational capacity of regional organizations including for the oversight of regional programs.

The performance of the regional organizations is deemed unsatisfactory. Regional organizations display structural weaknesses in addition to a persistent overlap between the mandates of the Economic and Monetary Community of Central Africa (CEMAC) and the Economic Community of Central African States (ECCAS). This furthermore undermines their effectiveness and financial sustainability.

What did IDEV recommend?

1. Address grand challenges of Central Africa with a commensurate tailored approach. The region has a multitude of development challenges that have to be met through a combination of efforts at the national and regional levels. MOs, by their nature, tend to be complex and require more financial and human resources as well as more time to design, implement and evaluate than national operations. Given that the region has a number of fragile states and landlocked countries, and it suffers from political instability and violence, the Bank should tailor its approach accordingly.

2. Move from a Regional Integration Strategy Paper (RISP) to an indicative operational program. Given that the Bank has defined strategies for its High Five Priorities, it appears more appropriate that, instead of adopting a new RISP for Central Africa, it instead considers the preparation of an indicative operational program for regional integration.

3. Undertake a more active dissemination of the Central Africa regional integration program. Once the Bank has finalized the preparation of its new regional integration program for Central Africa, it should convene a regional conference and invite representatives of governments, the Regional Economic Community (RECs), development partners, the private sector, civil society, the media, and academia. This would promote a better understanding of what the Bank wants to achieve and foster an increased ownership of the regional actions to be undertaken.

4. Improve policy dialogue and leadership. The Bank should consider using its leadership position in terms of financing and knowledge of regional activities to foster the coordination of donor interventions at the regional level and to bring countries to work better together. Furthermore, the Bank should consider making its assistance for regional operations conditional on the payment of the community tax by the countries to the regional organizations.

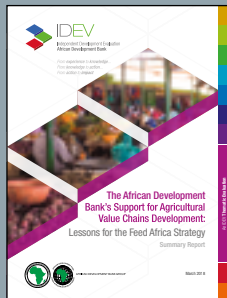
5. Support the private sector. As the Bank has not financed any private sector operations in the region, it should study how to support the development of private sector operations that establish long-lasting linkages between markets across borders. The Bank should explore innovative ways of delivering regional operations by focusing on existing cross border interactions and directly involving the relevant actors. It should adopt appropriate measures at the national and regional levels to reduce obstacles to the movement of goods and people. This could also attract private funds to invest in regional integration operations.

6. Consider more realistic business planning than is currently the case. All the RISPs had an extension of two years. The four country case study operations included in this evaluation all had project implementation delays of at least two years. The Bank should examine to what extent these implementation delays were related to over-optimistic implementation schedules for MOs. In addition, the Bank should remove internal obstacles and inefficiencies that delay the execution of operations.

7. Continue supporting capacity building. The Bank should help clarify the division of labor between ECCAS and its specialized agencies –such as the Central African Forest Commission and the Central Africa Protected Areas Network- and avoid conflict of competencies which creates implementation obstacles. Furthermore, it should help establish a monitoring and evaluation unit within ECCAS for collecting data on regional project outcomes and the continuous monitoring of the regional integration progress. The Bank also needs to have realistic expectations towards RECs and revisit the role that ECCAS plays in implementing MOs.

What did Management respond?

Management noted the outcome of the evaluation conducted by IDEV on the Bank Group's regional integration strategies and operations in Central Africa from 2011 to 2016. This evaluation offers a number of useful lessons, particularly in terms of effectiveness and sustainability of operations, and will enable the Bank to draw practical lessons to inform and guide the new Regional Integration Strategy (RISP) that is being designed. However, Management regrets the exceptional severity of the evaluation and considers that it is not justified by the analysis presented in the report. It makes it hard to adopt a constructive approach regarding both the Bank's weaknesses and successes in the region, such as the Ketta - Djoum and Bamenda - Enugu corridors. In addition, this analysis does not account for constraints arising from the political economy, insecurity and fragility of several countries in the region. Finally, Management believes that the recommendations of the evaluation are too general given the severity of observations. Management expected to receive concrete recommendations to amplify and consolidate the impact of our results on the ground.



The African Development Bank's Support for Agricultural Value Chains Development: Lessons for the Feed Africa Strategy

What did IDEV evaluate?

IDEV conducted an evaluation of the Bank's support for agricultural value chains development (AVCD) over the period 2005-2016. The evaluation aimed to: i) assess the relevance, inclusiveness, effectiveness, and sustainability of the Bank's support to value chains development; and ii) provide lessons and recommendations for the implementation and design of agricultural value chains interventions associated with the Feed Africa Strategy. Among others, it reviewed 160 agriculture projects with a focus on value chains and undertook nine country case studies.

What did IDEV find?

The overall question examined was “Has the Bank applied good practice standards in AVCD?” The evaluation identified 5 fundamentals and 5 key enablers that characterize successful AVCD, based on current knowledge and the Bank's practice. The five fundamentals (critical factors for all Bank value chain interventions) are : (i) analyze the full value chain; (ii) strategize for inclusiveness; (iii) remain responsive to market changes; (iv) think profitability with value addition; and (v) plan for sustained impact. The five enablers (other key elements that need to be present in relation to the needs of specific value chains to enable commercialization) are: (i) availability of appropriate infrastructure and ICT; (ii) conducive policy and regulatory environment; (iii) availability of appropriate business support; (iv) access to finance; and (v) private sector participation and linkages between value chain actors. To generate relevant lessons, the Bank's support was assessed in relation to these fundamentals and enablers.

In regard to the standard evaluation criteria, the **relevance** of the Bank's interventions is considered to be the capacity to design and implement interventions with a “value chains focus,” taking into account three of the fundamentals: analyze the full value chain, remain responsive to market changes, and think profitability. The other two fundamentals –strategize for inclusiveness and plan for sustained impact– were addressed separately as a specific criterion, with the latter linking to the standard **sustainability** criterion. Finally, **effectiveness** was considered as delivering key enablers.

The evaluation found the following:

On designing and implementing operations with a value chains focus:

- Lack of full value chain analyses and market studies have constrained the relevance of Bank operations.
- Flexibility in responding to market changes was not adequately considered in design and implementation modalities.
- Profitability of added value in the value chain is not clearly defined.

On strategizing for inclusiveness:

- Bank strategies demonstrated overarching intentions towards inclusiveness in AVCD.
- Bank interventions included some design features to support inclusiveness but did not go far enough in designing strategies for inclusiveness.
- Inclusiveness requires understanding of vulnerable populations.
- Inclusiveness was not sufficiently budgeted for or integrated into implementation and monitoring and evaluation mechanisms.
- Evidence of AVCD bringing benefits to women, youth and other vulnerable groups is mixed.

On planning for sustained impact:

- Insufficient ownership and limited functionality of facilities were found to constrain sustainability.
- Insufficient analysis of value chain dynamics was another hindering factor.
- Inadequate participation of stakeholders during implementation limits sustainability.
- The green growth approach is important for AVCD, though not yet applied at the intervention level.
- Environment and natural resources concerns have not been adequately managed during implementation.
- Adaptation and resilience to climate change are frequently mentioned at the level of project documents, but limited resources are allocated to support technologies better adapted to more arid climates.

On delivering key enablers:

Availability of appropriate infrastructure and technology

- The Bank has delivered a wide variety of hard infrastructure, but their underutilization in some instances hampers achievement of expected results.
- Investments in research and technology mainly related to the technical aspects of production.
- Interventions have given less attention to provision of market information services and lagged behind in using ICT opportunities.

Conducive policy and regulatory environment

- Support for the development of a conducive regulatory environment was inadequate, although some progress was achieved in countries supported through budget support (Morocco and Rwanda).

Availability of appropriate business support

- Greater attention is needed to support market access.
- Inadequate business support limited the realization of benefits to smaller producers and processors.

Access to finance

- The Bank facilitated access to finance through different mechanisms; substantial benefits were achieved where access to finance was improved.

Private sector participation and linkages among VC actors

- Bank interventions generally show a lack of private sector engagement and market orientation.
 - Support to linkages among actors was minimal.
-

What did IDEV recommend?

The evaluation proposes six overarching recommendations, supported by indicative actions, to strengthen the Bank's approach to AVCD for the Feed Africa Strategy.

1. Build a coherent and consistent approach to AVCD across the Bank operations. An explicit AVCD approach, a common terminology, and a consistent set of fundamentals should be adopted within the Bank, and discussed/disseminated within the RMCs so as harmonize dialogues on value chain approaches. The fundamentals and enablers proposed by the evaluation can be considered as a starting point. To complement and improve implementation of the Feed Africa strategy, guidelines and an organization-wide capacity development program could be developed in line with the AVCD approach.

2. Build AVCD analytical and implementation capabilities. Successful interventions in AVCD require that country program and project designs are based on AVC analyses as part of their preparatory activities. This initial analysis should involve identification of the support required for the enabling environment and where interventions are required (by the Bank as well as partners).

3. Focus AVCD interventions on adding value and achieving sustainable impact: Based on value chain analyses conducted, interventions should consider which value chain nodes and/or branches can be supported, and in what ways, to achieve the greatest impact for the identified target groups.

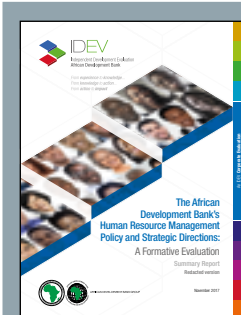
4. Work with partners, especially the private sector, to strengthen strategic and operational approaches to AVCD. The Bank should work closely with key partners to develop a coherent approach to AVCD. This will require identification of potential new partners and strengthening of approaches to partnership management in Bank AVCD interventions.

5. Take affirmative actions to ensure inclusiveness: Inclusiveness is already well-covered in policy and design documents but more is required to ensure that inclusiveness results in impact for target populations. The Bank should develop a holistic approach to inclusiveness, which reflects an in-depth understanding of the power relations, bargaining framework and social position of vulnerable groups, and support their inclusion all along the value chain.

6. Strengthen policy dialogue to enhance a conducive AVCD environment: A policy component should be included in interventions to assist in enforcing change and supporting improvements in the AVCD environment.

What did Management respond?

Management welcomes the IDEV report, African Development Bank's Support to *Agricultural Value Chains Development: Lessons for the Feed Africa Strategy*. As the Bank begins implementing the Feed Africa Strategy for Agricultural Transformation in Africa (2016–2025), this evaluation provides a timely assessment of the relevance, effectiveness and sustainability of the agricultural value chains development approaches used in Bank operations from 2005 to 2016. It also assesses performance related to the cross-cutting themes of capacity development, gender equality, youth empowerment, climate change and environmental sustainability. Overall, Management agrees with the findings and recommendations of the evaluation, particularly the importance of adopting a market-oriented approach to agricultural value chain development, conducting full value chain analysis to inform the design of operations and ensuring the inclusiveness and sustainability of interventions. Several issues raised by the evaluation either have been or are being addressed in the new operations under the Feed Africa Strategy. As a whole the evaluation provides useful lessons and opportunities for the Bank to improve its operations in the agriculture sector.



The African Development Bank's Human Resource Management Policy and Strategic Directions: A formative evaluation

What did IDEV evaluate?

This evaluation assessed the African Development Bank's Human Resources Management System. The objectives of the evaluation were to: (i) assess the state of the Bank's institutional environment with respect to HR management; (ii) identify lessons from the implementation of the Bank's 2013-2017 People Strategy; and (iii) provide conclusions and recommendations to inform the development of the Bank's next Human Resources Strategy. In addressing these objectives, the Bank's HR management system was benchmarked to four comparator organizations, namely the Inter-American Development Bank, the International Fund for Agricultural Development, the World Bank Group, and the Development Bank of Southern Africa.

The evaluation is **formative** and therefore identifies implementation challenges in the ongoing process rather than examining the results achieved.

Two main evaluation issues were assessed: (i) the state of the Bank's HR management system relative to industry best practice and traditional comparators; and (ii) how the Bank has organized itself to deliver on its strategic objectives for HR management. The evaluation examined six different HR processes: (i) workforce planning; (ii) recruitment; (iii) talent management; (iv) performance management; (v) reward; and (vi) staff engagement. These were assessed in terms of their maturity (i.e. their capacity, as designed, to inform strategic decisions), the extent to which they are implemented as designed in the Bank's institutional context, and the extent to which they are contributing to strategic outcomes for workforce management.

What did IDEV find?

The evaluation concludes that the Bank's HR processes are being implemented either at the "ad-hoc" or "standardized" levels of maturity, indicating that they are not well positioned to inform strategic workforce management. Implementation challenges were observed across nearly all processes. The Bank also lacks key HR infrastructure that restricts the implementation of more mature HR processes, including a framework of skills and competencies and an integrated HR Information System. Furthermore, inadequate Management ownership, process tools, stakeholder capacity and consequence management have limited the implementation of HR processes as designed. Consequently, the Bank's HR processes are not contributing to workforce outcomes as anticipated. Finally, although a reorganization of the HR department has increased automation, transaction efficiency and accountability for service delivery, the HR Department continues to face challenges with respect to client service orientation and strategy implementation performance.

What did IDEV recommend?

IDEV recommends to address “infrastructural” concerns by identifying the technical skills necessary for implementing the High 5s and using this for workforce planning; developing an HR Information System to manage all data; and focusing on implementation and monitoring before introducing more policy changes. Once these issues are addressed, the evaluation recommends that the HR Department strengthen Talent Management policies and practices and reformulate the Bank’s reward and performance management systems to focus on staff development and motivation. Finally, the evaluation recommends the implementation of regular staff engagement processes to identify areas of concern as well as clear accountabilities for Management follow-up on staff survey action plans.

What did Management respond?

Bank Management welcomes the independent evaluation of the Bank’s Human Resource Management Systems and strategic direction. The evaluation is timely, following the implementation of the Development and Business Delivery Model and considering the evolving People Strategy and market trends on the workplace of the future. The review shows that the management of people resources at the Bank is at a rudimentary level, from the environment under which staff are managed to the tools and systems that are being used. The findings, conclusions and recommendations are similar to those of an internal review conducted by the Director of the HR Department in November 2016, which also led to the redesign of the departmental structure. The recommendations will shape the Human Resources 2018 Strategy and action plans. To ensure an integrated approach to people management, the HR Strategy will be refined after the approval of the 2018-2022 People Strategy. Management takes this report seriously and, consequently, will execute the management action record outlined later in the report.



Evaluation of AfDB's Support to the Water Sector (2005-2016) Beyond Infrastructure Development: Toward Service Delivery and Behavioral Change

What did IDEV evaluate?

The evaluation of the AfDB's support to the water sector covers both water supply and sanitation (WSS) and agricultural water management (AWM) practices and achievements in the period 2005-2016. All public and private sector water operations (274 WSS operations and 144 AWM operations) and activities related to institutional strengthening and capacity building, approved during this period, are included in the evaluation. The volume of support amounts to UA 3.7 billion for WSS and UA 2.2 billion for AWM. Country case studies were undertaken in Cameroon, Kenya, Mali, Morocco, Mozambique, Nigeria, Rwanda, Senegal, Uganda and Zambia.

The evaluation focuses on two broad areas: (i) results achieved; and (ii) how the Bank manages performance and the factors that can influence that performance. The report serves both accountability and learning purposes for the Bank's Management, drawing on past experience with a view to supporting Bank efforts to strengthen water sector performance in the future. It also helps account for the Bank's investments in the water sector.

What did IDEV find?

Development Outcomes

The relevance of Bank support to the water sector was assessed as satisfactory. In general, the objectives of the Bank's water sector strategic documents (policies, strategies and initiatives) and water interventions were aligned to its corporate policies and strategies, RMCs' priorities and international goals. Although the Bank's water interventions were based on a demand driven approach with clear development objectives, their design was unsatisfactory. Furthermore, the Bank's support focused on water supply, and less on sanitation. The support to the private sector was also insufficient. In addition, project design was weak, especially in beneficiary engagement and risk assessment.

The effectiveness of Bank support to the water sector was unsatisfactory. The achievements were satisfactory at output level (immediate results), but not in terms of outcomes (impacts). The performance of physical infrastructure outputs was satisfactory for water supply, but not for sanitation facilities and services. The AWM interventions achieved moderate outputs. The Bank delivered substantial capacity development and awareness campaigns, but project service delivery and beneficiary behavior change remained limited. Project performance varied across sub-sectors.

The efficiency of Bank support to water sector was unsatisfactory, largely due to financial and time inefficiencies. The projects examined were deemed economically viable but not financially viable. Moreover, they experienced significant delivery delays and procurement challenges.

Overall sustainability was unsatisfactory. The greatest area of concern was financial sustainability. In addition, institutional and capacity strengthening, together with technical soundness, were issues in the case of sanitation. Technological appropriateness and maintenance costs were also challenging.

Contributing Factors to Achieving Development Results

The Bank was active in development-partner coordination groups within the water sector, mainly through the participation of water specialists in RMCs' development-partner fora and joint-sector working groups. Coordination was effective where it was anchored on a country's water sector master plan, and where the government played a leading role. However, the Bank's role in building broader partnerships with the private sector and non-governmental entities was limited.

Additional funds leveraged by the Bank were limited. In terms of co-financing, for each dollar invested by the Bank, less than a dollar was invested by partners, including country counterparts and development partners. Leveraging activities, however, were described positively by development partners and the Bank's country field office staff.

The scale of knowledge and analytical work in the water sector has been too low to significantly influence practices. The usefulness of the knowledge products varies across the RMCs. Furthermore, there was limited awareness of the Bank's knowledge products.

Regarding managing for development results, monitoring and data availability were identified as challenges. Project baseline data were insufficient for adequate performance monitoring and evaluation (M&E). Supervision missions were cited as a key approach for project-level M&E, but their effectiveness was affected by budget constraints and the focus on physical infrastructure, while capturing few soft components such as behavior change.

What did IDEV recommend?

At the end of the evaluation process, the following five recommendations have been made to the Bank:

Policy and strategic issues

1. The Bank should prioritize holistic solutions to water sector challenges, based on capacity and sustainable models of integrated development.
2. The Bank should consider increasing the attention focused on addressing sector reforms, policies and plans in the water sector that ensure: (i) water resource management; (ii) sustained service delivery; and (iii) efficiency, particularly performance of utilities in the urban projects and local governance in rural projects.

Participatory approach

3. The Bank should ensure that an effective participatory approach (with an appropriate level of collaboration with stakeholders) is used at all stages (design, implementation, completion and exit) of its interventions.

Results measurement

4. The Bank should improve the measurement and reporting of development results. M&E should be strengthened, including baseline data, appropriate coverage of outputs and outcomes (for both hard and soft infrastructure), and using monitoring information to address emerging issues during project implementation and post-completion.

Knowledge sharing

5. The Bank should promote platforms, networks and knowledge products for the enhanced transfer of experience between development partners, governments, operational experts and evaluators to deepen knowledge-transfer for improved performance

What did Management respond?

The Management Response has not been received yet.

Annex 2: IDEV scheduled evaluations for 2018/2019 *(ongoing and planned)*

	Evaluation Type	AfDB Priority Area	Estimated Delivery Time
Project cluster evaluations			
1.	Water and Sanitation (Rural)	Improve the quality of life of the people of Africa.	Q1 2018
2.	Water and Sanitation (Urban)	Improve the quality of life of the people of Africa.	Q1 2018
3.	Agricultural water management	Feed Africa.	Q1 2018
4.	Governance (Energy)	Light up and Power Africa.	Q3 2018
5.	Governance (Business Enabling Environment)	Crosscutting areas.	Q3 2018
6.	Access to finance	Industrialize Africa.	2019
7.	Green growth	All	2019
Impact Evaluations			
8.	Transport	Industrialize Africa	2019
9.	Irrigation	Feed Africa	2019
Country/Regional Evaluations			
10.	Malawi	Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.	Q1 2018
11.	Cabo Verde	All	Q2 2018

	Evaluation Type	AfDB Priority Area	Estimated Delivery Time
12.	Mauritius	All	Q4 2018
13.	Swaziland	All	Q4 2018
14.	Guinea-Bissau (Mid-Term Evaluation)	All	Q2 2018
15.	Egypt	All	2019
16.	Mali	All	2019
17.	Gabon	All	2019
18.	Mauritania (Mid-Term Evaluation)	All.	2019
CSP Completion report validation (pilot)			
19.	South Africa	Potentially all High5s	Q1 2018
Sector/Thematic Evaluations			
20.	Energy	Light up and power Africa.	Q2 2018
21.	Public-Private Partnerships Phase 2	Industrialize Africa.	Q3 2018
22.	Policy Based Operations (PBOs)	Crosscutting areas.	Q2 2018
23.	Congo Basin Forest Fund (CBFF)	Feed Africa; Improve the quality of life of the people of Africa.	Q1 2018
24.	Bank's Partnerships: Co-financing, syndication and coordination	Improve financial performance and increase development impact.	2019

	Evaluation Type	AfDB Priority Area	Estimated Delivery Time
25.	Bank's role in increased Access to Finance in Africa	Industrialize Africa.	2019
Corporate Evaluations			
26.	Bank's Self-Evaluation Systems and Processes	Improve financial performance and increase development impact.	Q3 2018
27.	Quality at Entry	Improve financial performance and increase development impact.	Q2 2018
28.	Quality of Supervision	Improve financial performance and increase development impact.	Q2 2018
29.	Integrated Safeguards System	Improve financial performance and increase development impact.	Q2 2018
30.	Quality Assurance across the Project Cycle (synthesis note)	Improve financial performance and increase development impact.	Q3 2018
31.	Internal Review of the 2013-2017 Evaluation Strategy	Improve financial performance and increase development impact.	Q3 2018
32.	Bank Fragility Strategy (2014-2019)	Cross-cutting areas.	2019
33.	Mainstreaming green growth in Bank's strategies and operations	Cross-cutting areas.	2019
34.	IDEV Peer Review	Improve financial performance and increase development impact.	Q3 2018
Synthesis Evaluations			
35.	Partnerships	Improve financial performance and increase development impact.	Q2 2018
36.	Lines of credit	Industrialize Africa.	Q3 2018
37.	Sanctions systems in MDBs	Improve financial performance and increase development impact.	Q2 2018

Annex 3: Implementation of Management Actions

The AfDB Management Action Record System (MARS) is a computerized tracking system for actions taken by AfDB Management in response to IDEV evaluation recommendations. It is an information and knowledge system only accessible to AfDB staff and the Board of Directors. As of 31 December 2017, 39 evaluations, 363 recommendations and 716 actions were recorded in the MARS. Only evaluations with a Management Response are included in the MARS (this excludes evaluations which contain no recommendations, such as project cluster evaluations and evaluation syntheses).

Table 2: Evaluations by Type, Recommendations, Actions 2012-2017

Evaluation Type	2012			2013			2014			2015			2016			2017			Evaluations 2012-2017
	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	Evaluations	Recommendations	Actions	
Corporate & Process				2	22	33	3	45	48	3	27	33	1	12	22	1	11	24	10
CSPE							4	22	53	1	6	10	8	43	36	3	18	52	16
RISPE	1	9	19													1	15	31	2
Impact													2	15	39				2
Sector				1	7	15	2	40	69										3
Thematic	1	7	17	3	47	82				2	17	33							6

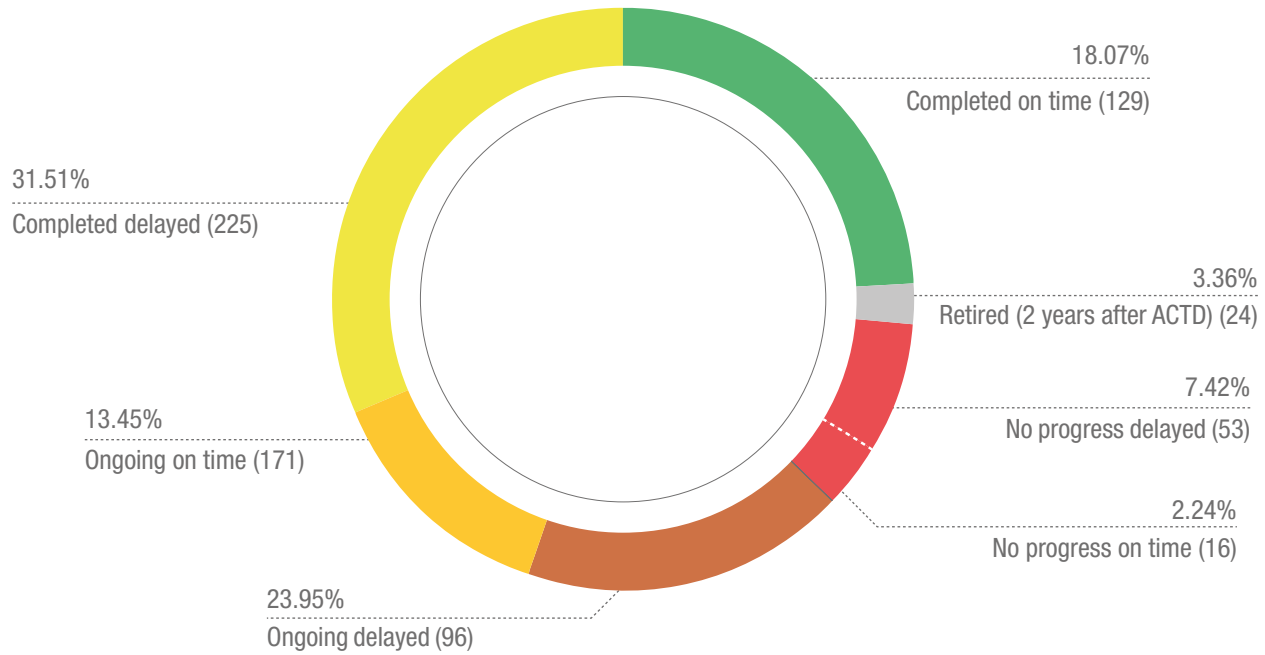
Note:

CSPE : Country Strategy and Program Evaluation

RISPE : Regional Integration Strategy paper Evaluation

After an evaluation is presented to the Board accompanied by its Management Response, IDEV uploads the evaluation together with its individual recommendations into the MARS. Management subsequently enters the actions to which it commits in response to each recommendation, and updates the implementation status of the actions on a quarterly basis. The graph below shows that nearly 50% of the actions have been completed, while 37% of the actions are ongoing. Delays to implementation, both in the completed as well as the ongoing actions, remains a major challenge.

Status of management actions in response to IDEV evaluations (2012-2017)



Annex 4: Selected IDEV 2017 Outreach Activities

March 2017, Kampala, Uganda

AfREA International Conference

IDEV delivered three knowledge management sessions on evaluation to participants at the AfREA International Conference.

April 2017, Nairobi, Kenya

Towards Private Sector-Led Growth - Knowledge-sharing and peer-learning event

As part of its knowledge series on private sector development, IDEV convened public and private sector stakeholders in Kenya for networking, peer- to peer learning, and experience sharing on private sector led-growth in Africa.

April 2017, Washington DC, United States of America

Sanitation and Water for All High level Meeting

IDEV Evaluator General, Rakesh Nangia presented a synthesis of lessons and good practices from evaluations of AfDB- and partner-funded water and sanitation projects in Africa.

April 2017, Bishkek, Kyrgyz Republic

Eval Partners Third Global Evaluation Forum

At this global gathering of the evaluation community IDEV participated in the review of the EvalAgenda 2020, particularly in support of the Sustainable Development Goals.

July 2017, Khartoum, Sudan

APNODE Third Annual General Meeting

As the host of the African Parliamentarians' Network on Development (APNODE) Secretariat, IDEV led the organization of the network's third Annual Meeting.

October 2017, Pretoria, South Africa

Financing Private Sector Development: what works, what does not and why?

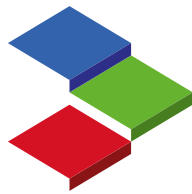
The two-day learning event concluded the IDEV/Norad three-part knowledge series based on the findings of the joint synthesis report *Towards Private Sector-Led Growth: Lessons of Experience*.

December 2017, Guanajuato, Mexico

IDEAS Global Conference

IDEV Evaluator General, Rakesh Nangia made a presentation and participated in a panel discussion on South-South cooperation at the IDEAS 2017 Global Conference in Mexico.





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*From **knowledge** to **action**...*

*From **action** to **impact***

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