



IDEV

Independent Development Evaluation
Évaluation indépendante du développement



West Africa Regional Integration Strategy Paper Completion Report Validation Note

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AFRICAN DEVELOPMENT BANK GROUP

Acknowledgements

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Acronyms and Abbreviations

ACDC	African Centre for Disease Control	OMVG	<i>Organisation pour la Mise en Valeur du Fleuve Gambie</i>
BOAD	<i>Banque Ouest-Africaine de Développement</i>	P2RS	Programme for Building Resilience to food and Nutrition Insecurity in the Sahel
CILSS	<i>Comité Inter-Etat de Lutte contre la Sécheresse dans le Sahel</i>	PAGoDA	Pillar Assessed Grant or Delegation Agreement
CLSG	Ivory Coast-Liberia-Sierra Leone and Guinea Interconnection Project	PIDA	Programme for Infrastructure Development in Africa
CODE	Committee for Operations and Development Effectiveness	REC	Regional Economic Community
CR	Completion Report	RF	Results Framework
CSP	Country Strategy Paper	RISP	Regional Integration Strategy Paper
EC	European Commission	RMC	Regional Member Country
ECOWAS	Economic Community of West African States	SNAIST	Support to a Network of African Institutions of Science and Technology
ESW	Economic and Sector Work	SPC	Special Purpose Companies
EU	European Union	TYS	Ten-Year Strategy
ICT	Information and Communication Technology	WAEMU	West Africa Economic and Monetary Union
IRR	Internal Rate of Return	WAMZ	West Africa Monetary Zone
M&E	Monitoring and Evaluation	WAPP	West Africa Power Pool
MTS	Medium-Term Strategy		

1. BASIC INFORMATION

a. Basic RISP data			
Strategic focus:			
Pillar 1: Linking regional markets	Sectors: Transport, Energy, Agriculture, ICT		
Revised Pillar 1 formulation following mid-term: Regional infrastructure development			
Pillar 2: Capacity building for effective policy and projects implementation	Sectors: Capacity Building, Education (Support to regional centres of excellence), Statistical capacity building		
Processing Milestones	Validity of Strategic Focus		
Mid-term review: May 2014	Projects, interventions during cycle: See Annexes 6 and 7 for a full list of projects and ESWs approved under the RISP		
RISP cycle extension:	Yes, initially 2011-15, later extended to 2017.		
RISP Completion Report			
Planned Date:	March 2019		
Actual Submission :	April 2019		
b. Resource Allocations			
Financing Windows	Approved amount (UA) :	Disbursed amount (UA) :	Percentage disbursed (%):
ADB	588,745,739	N/A	N/A
ADF	1,103,196,218	N/A	N/A
NTF	6,670,000	N/A	N/A
Others	10,796,707	N/A	N/A
TOTAL :	1,709,406,664	N/A	47%
Co-financiers and other external partners: World Bank, EU, BOAD, OMVG, WAPP, Canadian Trust Funds, Japanese Trust Funds, ECOWAS, WAEMU, Bilateral donors, etc.			
c. Responsible Bank staff			
Position	At approval		At completion
Regional Director General	Janvier Litse (ORWA) Franck Perrault (ORWB) Alex Rugamba (ONRI)		Mme Marie-Laure Akin-Alugbade (RDGW)
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2. INTRODUCTION AND STRATEGIC ORIENTATION OF THE WEST AFRICA RISP

2.1. Introduction and Objectives of the Review

This report presents the main results of a pilot validation of the West Africa Regional Integration Strategy Paper (WA-RISP) Completion Report (CR). This validation provides an independent review of the evidence presented and the results reported in the CR. It also assesses the quality of evidence provided to support the self-assessment and the recommendations presented for the new Regional Integration Strategy. The validation aims to contribute towards improving the quality of the RISP completion report and provide an opportunity for learning.

By providing lessons learned, the validation aims to inform the design and implementation of the new WA-RISP, and contribute towards improving the quality of RISP completion reporting. Its primary audiences include the Bank's West Africa RISP team, Management, Board members, and the Economic Community of West African States (ECOWAS) secretariat.

This validation is a desk review of available documentation (i.e., RISP CR, Implementation Progress Reports, CRs of projects, RISP, and the RISP mid-term review) on the performance of the WA-RISP, and meetings and discussions with parts of the WA-RISP CR team. It is guided by the "2007 annotated format for the Bank Group Results-Based Country Strategy completion reports". This annotated format provides for an objective-based assessment of performance, which implicitly covers three of the five OECD-DAC evaluation criteria, namely: relevance, effectiveness and efficiency. The validation also covers the Bank's performance in managing risks, the policy dialogue, partnerships and aid coordination. The full validation methodology can be found in Annex 2.

2.2. Strategic Orientation of the RISP 2011-15

The WA-RISP 2011-15 focused on two key strategic pillars: (i) linking regional markets; and (ii) capacity building for effective implementation of the regional integration agenda. The choice of these two pillars was based on a comprehensive assessment of the challenges to economic integration in the region. In effect, the region faces important challenges regarding infrastructure gaps and deficiencies, which limit trade and investment among countries within the region and beyond. The mid-term review of the WA-RISP resulted in a slight change in the first pillar, which was rephrased as "regional infrastructure development". The agriculture sector was subsequently added to this pillar to better align regional support to the Bank's Ten-Year Strategy (TYS) special focus areas, namely agriculture, gender equality and fragility.

Under Pillar 1, the Bank set out to support infrastructure development in transport, energy, private sector infrastructure, information and communication technology (ICT) and agriculture with, as noted above, the agriculture sector added following the RISP mid-term review. The strategy aimed to tackle important deficiencies in transport infrastructure, which were hindering the development of intra-African trade and investment flows between countries. Pillar 2 focused primarily on capacity-building support to specific projects, together with support to regional centres of excellence, as well as a regional statistical capacity building programme. In terms of non-lending support, the RISP also envisaged undertaking a number of Economic and Sector Work (ESW) tasks¹ to support policy dialogue in the region and to generate knowledge relevant to regional challenges.

The RISP was reviewed at mid-term amidst a severe Ebola outbreak that was affecting three West African countries—Sierra Leone, Liberia and Guinea. This triggered the Bank's quick reaction through the approval and implementation of nine Ebola response projects. A major change following the mid-term review was the extension of the strategy until 2017. The reasons for the extension were: (i) to

¹ See full list in Annex 7.

synchronize the Bank's strategy with the preparation and launching of the new ECOWAS strategic plan 2016-20; (ii) to allow the Bank to finalise the preparation of the new format, guidelines and templates of future RISPs; and (iii) to provide sufficient time for the preparation of the RISP 2018-22.

The validation faced two main limitations: (i) since it was a desk review and completed within a relatively short timeframe, the validation is limited to the evidence included in the WA-RISP CR, and related documents; and (ii) data gaps and limitations in the coverage in the CR limit the extent to which the validation can conclusively assess the performance of the program.

3. RISP PERFORMANCE ASSESSMENT

3.1. Relevance

Although the CR did not specifically assign ratings to the regional strategy and programme's relevance, it covered in some detail the performance along this dimension. The assessment below is based on the RISP, the CR and other strategic documents.

3.1.1 Alignment of the strategic orientation of the RISP to regional integration development objectives:

The WA-RISP 2011-15 was underpinned by a solid analysis of the regional context and the factors hindering regional integration. Eight ESWs² were carried out to support the development of the RISP. These covered various sectors, including trade, private sector, energy, transport, water, ICT and the macro-economy. In addition, consultative meetings were held with ECOWAS member countries to ensure that they were in agreement with the proposed pillars and programmatic focus of the RISP.

The RISP 2011-15 pillars, namely "linking regional markets and institutional capacity building", are well aligned to the ECOWAS Vision 2020's mission statement:³ *"to create a borderless, peaceful, prosperous and cohesive region, built on good governance and where people have the capacity to access and harness its enormous resources through the creation of opportunities for sustainable development and environmental preservation"*. To implement the above vision, ECOWAS developed its Regional Strategic Plan 2011-15. Two of the strategic plan's pillars are directly linked to the RISP pillars: (i) promoting infrastructure development to support a competitive business environment, sustained development and cooperation in the region; and (ii) reinforcing institutional capacity. Capacity building is likewise identified as one of the main constraints to achieving regional objectives in the Vision 2020 and in the ECOWAS strategic plan.

Alignment to individual country strategy objectives

The RISP focus and priorities are well aligned to country priorities. In all of the ECOWAS member countries, at least one of the pillars of the CSPs that were developed during the RISP cycle were related to infrastructure development or to institutional capacity building or both. This served to reinforce the consistency of the RISP, not only at a regional level but also with Bank support to the achievement of national development agendas.

Alignment to Bank regional integration strategies and policies

The RISP was likewise well aligned with Bank corporate priorities for regional cooperation. In the Medium-Term Strategy (MTS) 2008-12, the Bank committed to dedicating a large proportion of its investments to infrastructure development, particularly in the transport, energy and ICT sectors. The

² See Annex 7 for full list of these ESWs.

³ ECOWAS Regional Strategic Plan 2011-15.

MTS 2008-12 also set out to increase engagement and support to regional integration and for fragile states, as well as to mainstream gender, climate change and knowledge management in its operations. In 2013, the Bank developed its TYS covering the period 2013-22 to guide its work in the Regional Member Countries (RMCs). Regional integration support and infrastructure development were two of the five core priority areas in the TYS. The TYS also commits the Bank to pay particular attention to fostering regional integration in the continent, as did the new Regional Integration Policy and Strategy 2014-23, in which infrastructure development was identified as a priority.

3.1.2 Adequacy of RISP design to achieve objectives:

The preparation of the RISP was supported by several studies covering key areas of regional integration, namely: transport corridors, ports, energy, water and ICT. The strategy was also based on detailed consultations with member countries of the ECOWAS covering the regional integration context, challenges and strategic opportunities in the region. The national consultations were followed by a dialogue seminar held in Ouagadougou in November 2010. Building on its analytic and consultative work, the strategic focus areas of the Bank's programme were selected to address two binding constraints to regional economic integration: inadequate cross-border infrastructure, and weak institutional and human capacity in the Regional Economic Communities (RECs). The design of the RISP also identified major risks associated with programme implementation in the region, although it did not specify what measures might be taken to mitigate risks and ensure successful programme implementation.

The results matrix of the RISP was strong in some aspects and weak in others. The overall objectives in terms of the two pillars are clearly stated and the projects identified are related to challenges identified within each pillar. The final expected results for some interventions are clearly specified, but the results matrix failed to identify outputs for each pillar/sector indicators for monitoring purposes. Following the mid-term review, although agriculture was added to the scope of the support, the revised RISP results matrix did not include sector objectives, or specific outputs and outcomes for the proposed agriculture sector. Furthermore, although the RISP areas of focus included agriculture and support to the private sector, the indicative lending programme in the results framework (RF) did not take into account the Bank's planned support to the private sector.

During the mid-term review, the portfolio analysis concluded that the Bank had over-estimated its capacity to implement the programme that it had originally planned. This led to the cancellation of eight operations due to a lack of funding.

Extent to which cross-cutting issues are taken into consideration in the results framework

Although the RISP envisaged mainstreaming cross-cutting issues (gender, climate change, environment and social inclusion) in the design and throughout implementation, it appears from the reporting in the CR that these issues received only limited attention during programme implementation and monitoring. Evidence to support the mainstreaming of relevant cross-cutting issues is largely missing in the CR, although in the case of gender, results with regards to gender outputs/outcomes are given for some projects. In fact, the RF mentions that in some cases that gender quotas were applied in selected projects, but no reporting is provided of actual gender development outputs or outcomes.

Based on the above assessment, the relevance of the RISP is deemed satisfactory. The RISP is well aligned to country, regional and Bank strategies.

3.2. Effectiveness

3.2.1 Effectiveness in achieving outputs:

In terms of achievement of outputs, the assessment considered information presented in the CR and some additional project documents to complement the analysis (i.e., implementations progress reports,

supervision reports and project completion reports). The validation for this section is organised by pillars.

Pillar 1: Regional infrastructure development

Transport infrastructure: Over the RISP period (2011-15) through to the extension, 11 transport projects were planned, of which 10 were actually approved and implemented, although they are at different stages of implementation. The Boke-Quebo Road project (Guinea-Guinea Bissau) was placed on hold, although the reasons for this are not elaborated in the CR.

The Lome-Ouagadougou Road project is completed. According to the last implementation progress report, most outputs were completed at 100 percent as at August 2018, with some even exceeding their targets. The remaining outputs were estimated to be on track for completion by the revised completion date of the project (December 2018). Regarding the Lome-Cotonou project, the CR reports that the project is completed, but limited information is available on the achievement of outputs planned. The CR reports only an aggregate number of kilometres of road construction, without further elaboration on travel time savings or trade flows on this corridor.

The Trans-Gambia Bridge linking Senegal and The Gambia has been completed and was opened for traffic in January 2019. The RISP CR states that the project exceeded its targets in terms of job creation, although it was not possible to verify the proportion of women employed by the project. The validation through the project's last available supervision report dated February 2019 shows that overall 90 percent of progress has been made with more than 85 percent for the main component of the bridge. Outputs such as one-stop border posts and access roads are, however, off-track. The Mano river Union Transport Project was approved in 2014, to provide efficient transport access to south-east counties in Liberia and, by extension, to the other Mano river union countries. Based on the supervision report (November 2018), the four project outputs indicators are on track with an average progress rate of 65 percent.

Construction works are still ongoing for the Trans-Saharan Corridor (Niger, Tchad) project. According to the CR, the construction works are at 40 percent progress for the Arlit-Assamakka Road and are expected to be completed within the first semester of 2019. On the Niger side, the supervision report (July 2018) shows that the main project components, notably the bridge over the Farie river, are completed at only 17 percent. However, other planned outputs such as construction of two schools, water points and a health centre have been completed. Although the projects are still ongoing, the CR failed to give further details about the progress made in their implementation and the extent of output delivery.

Although there are delays in the start-up of projects, and some are still ongoing, the projects are likely to be completed with satisfactory outputs.

Regarding the energy sector, all projects⁴ are still underway and, according to available information in the CR, outputs related to interconnection lines have not yet been delivered. The CR reports achievements in terms of trainings and electrification of 40 villages in Côte d'Ivoire. For the *Organisation pour la Mise en Valeur du Fleuve Gambie* (OMVG)⁵ and Ivory Coast-Liberia-Sierra Leone-Guinea (CLSG) interconnection projects, works have started with completion expected by 2020. Concerning the capacity building related to the CSLG projects, 86 of the 319 planned training sessions are completed so far. For the OMVG project, delays were noted in the start-up of the construction phase of the Sambagalou plant due to contracting issues. The validation noted, based on the supervision report (December 2018), that there was no progress made in the project's main outputs (i.e., the Sambagalou hydroelectric plant and transmissions lines). The contract for the construction of the Sambagalou plant

⁴ OMVG Interconnection project (Senegal, The Gambia, Guinea, Sierra Leone), CLSG Interconnection Power projects; Guinea-Mali Interconnection power project; Nigeria-Niger-Burkina Faso-Benin Interconnection power project

that was signed in 2013 was later cancelled in 2017. A new contract was subsequently negotiated and the construction is expected to start in the first semester of 2019.

In the energy sector, due to the lack of delivery of the main programme outputs and outcomes, the effectiveness of the Bank's support is rated as unsatisfactory.

In terms of the ICT strategic infrastructure connectivity scheme, the Trans-Saharan Fibre Optic Backbone Project is still ongoing, with only 25 percent of progress made in implementation based on CR information. Evidence was insufficient on the likelihood of the effectiveness of this project.

In the agriculture sector, the Bank's programme supported building resilience to food and nutrition insecurity in the Sahel region. There is some evidence of positive food security trends. For example, in 2017, cereal production was reported to have increased by 2.05 percent in the Sahel, compared with 2016. The CR reports on outputs achieved in Niger in terms of the increased number of mini dams and small irrigation area development, growth of 29.25 percent in irrigated agricultural production, as well as 21,000 jobs created in the agro-sylvo-pastoral sector are also reported. The validation, based on the last project supervision report available (February 2019) notes that, of the 13 output indicators, nine are completed at least at 70 percent, while no progress is made for three indicators. A private sector project (OLAM Africa Investment Project)⁶ in this sector was approved, but the CR did not report on the extent to which progress was made in the implementation of the two sub-components of this project.

The effectiveness of the Bank's support in the agriculture sector is deemed satisfactory given progress registered in the two main projects described above.

Pillar 2: Capacity building for effective policy and project delivery

Capacity building for financial sector integration: The Bank provided support for financial sector capacity building-cum-integration through different instruments, such as lines of credits, equity participations, trade finance packages and advisory support. According to the CR, the WAMZ Payment System Development Project at the time of reporting was at 97 percent of implementation and its major outputs had been achieved, including improved real time gross settlement, improved retail payments automation, the development of automated checks processing, an automated clearing house, and core banking applications developed. The project achieved its immediate output of increased efficiency of fund transfers within the countries.

The strategy achieved satisfactory results in this aspect of the capacity building.

Capacity building for effective policy and regional projects implementation, particularly in the infrastructure sector (transport and energy): According to the CR, the Bank has provided capacity building on a needs basis to its national or regional projects. The CR did not provide sufficient details regarding what was actually covered in terms of project-related capacity building, and their outputs or outcomes. The Bank also continued to support RECs and regional specialised institutions, as well as national regional integration coordination agencies, to support the improvement of the institutional framework for the coordination and management of regional projects. However, limited information was provided in the CR on the results of this support. The validation notes that the Bank provided capacity-building support to the WAPP in support of the CLSG energy project, and from the implementation progress report (dated March 2018), 86 out of 319 trainings had been delivered across all four countries and IT equipment had been delivered.

Regarding the capacity of the West Africa Economic and Monetary Union (WAEMU) and ECOWAS, the Bank's support was administered through the Bank's Statistical Capacity Building in RMCs. The CR did not provide details on the specific cases of WAEMU and ECOWAS, or the results achieved.

Except for the CLSG capacity building project, there is insufficient information available in the CR to provide a conclusive rating of this aspect of the capacity-building support.

⁶ The OLAM project benefitted four countries, including two in West Africa: Cameroon, Ghana, Senegal and Mozambique.

Support to Regional Centres of Excellence in Science and Technology: The Higher Education Support Project (HESP) was completed and the results reported in the CR include 1,504 trainings provided to lecturers, 86 research teams supported, and 97 scholarships awarded. Likewise, the project to Support a Network of Institutions of Science and Technology (SNAIST) was successfully implemented, and overall outputs are reported as achieved and even exceeded in some cases. The project's CR shows that results achieved are satisfactory. Under Component 1 of the project (facilitating regional and institutional networking), 192 percent of the planned outputs were delivered. Regarding Component 2 (improving relevance of training and research), 100 percent of the planned outputs were delivered, with two component cancelled and funds re-allocated to other activities. The last component on project management was completed at 86 percent, compared with what was initially planned. However, it is important to note that these two projects (HESP and SNAIST) were approved prior to the current RISP period, in 2006 and 2009, respectively. The SNAIST was followed by the Support to the Nelson Mandela Institute of Social Science and Technology Project, approved in 2016. The objective of this project is to promote a world class set of learning institutions or centres of excellence in Africa. This project is ongoing and limited information is available on recent performance.

Overall, the support to the centres of excellence has been satisfactory over the period, although close monitoring is required to ensure that the ongoing projects are successfully implemented.

Table 1: Summary of performance (outputs)

Pillar 1	Output achievement	Pillar 2	Outputs achievement
Transport	Likely to be completed with satisfactory outputs	Centres of excellence	Satisfactory
Energy	Unsatisfactory	Capacity building for project/programme implementation	Satisfactory
ICT	Unable to provide a rating ⁷	Capacity building for financial sector integration	Satisfactory
Agriculture	Satisfactory		

3.2.2 Achievement of Development Outcomes:

Reporting on development outcomes was extremely sparse in the CR. The validation complemented the limited information base where possible with outcome reporting from supervision and implementation progress reports.

In terms of the interventions in Pillar 1, the CR reports some outcomes, for example an improvement in the rural accessibility index on the Lome-Cotonou road (from 30 to 35 percent). In addition, it was reported that travel time between Ouidah and Hillacondji was reduced by 50 percent.

Although the Lome-Ouagadougou project is completed, there is only limited information on the achievement of this important project's results. The CR only mentions a reduction in travel time, and the improved flow of traffic and safety of users, as well as number of jobs created during the construction phase of the project. Based on the supervision report dated August 2018, achievement of outcomes is

⁷ Due to insufficient available evidence.

very limited, with only one outcome with 22 percent of progress made, while the remaining three outcomes had no progress registered at that time.

The Trans-Gambian bridge project was completed in early 2019 according to the RISP CR (although construction works are still ongoing for some of the projects' components in 2019), and the project has resulted in increased household trips to education and health services. The project also resulted in job creation during the construction phase, although it is not clear whether this met the initial target at the design stage. The validation through the last supervision report available (February 2019) concludes that the project's outcomes (reduced transport costs, facilitation of overland traffics flow, and reduced transport and cross-border times) have not been realised yet.

In the energy sector, the projects are still ongoing and no results were reported in the CR. Delays in start-up have adversely affected these projects. In the case of the OMVG project, for example, achievement of results is limited, with no major progress made in terms of physical infrastructure construction. The supervision report of December 2018 shows that the project's outcomes have not yet been realised, except some progress made in the number of permanent jobs created (i.e., 127 persons hired compared with a target of 290 persons, including 30 women) and temporary jobs created (i.e., 144 persons hired compared with a target of 3,500 persons, including 350 women).

Achievements of outcomes in the agriculture sector reported in the CR are very limited. The CR only reports on results in Burkina Faso, whereas the project actually covers four other countries (Mali, Niger, The Gambia and Senegal). In this sector, the Bank also supports the Programme for Building Resilience to Food Security and Nutrition Insecurity in the Sahel (P2RS), which involves five countries (Senegal, The Gambia, Niger, Mali and Burkina Faso). The objective of the programme is to increase productivity and production of sahelian crops in the countries involved. The project's supervision report (February 2019) states that the effects (increase in production and productivity and increase in household revenues) of the project have not been realised yet. Two issues are noted as hindering project implementation: weak financial management and non-compliance with Bank procurement rules and procedures. However, the participating countries are reported to incorporate resilience concerns in their respective agriculture policies and strategies. Another initiative supported by the Bank is the ongoing OLAM Africa Investment Project. The CR did not discuss the results achieved to date in this project.

Overall, results reporting with respect to Pillar 1 of RISP support is sparse and incomplete in the CR. A few cursory outcome indicators are provided in some sectors, but the results matrix in the CR Annex does not clearly indicate which project contributed to these outcomes.

Regarding Pillar 2 of the RISP, capacity building, the CR's reporting on outcomes is partial and incomplete, and without reference to the goals and objectives of this cooperation in the first place. In the context of building capacity for project implementation, capacity-building activities did contribute to the successful implementation of activities, as was the case for the West Africa Power Pool (WAPP) projects. Regarding the support to regional centres of excellence, the results matrix did not identify specific outcomes linked to the two projects implemented. In addition, there is no indication in the CR as to whether targeted outcomes indicated in the results matrix were achieved or not.

Regarding the SNAIST, the objective was to strengthen the capacity for qualified personnel in science and engineering in the ECOWAS region. The validation notes from the project's completion report that all of the outcomes expected were achieved, including: increased access to quality engineering and science higher education and qualified graduates (from 50 to 360); increased participation of women in science and technology; improved access to scientific books and journals (with the procurement of 1,000 books); and improved infrastructure, with a laboratory constructed and well equipped. The RISP CR also reports on results achieved regarding the Higher Education Support Project.

Regarding the West Africa Monetary Zone (WAMZ) payment system development project, same-day fund transfers within WAMZ and the volume of high value fund transfers in the concerned countries increased by 45 percent. The CR reports that the immediate outcome of same-day fund transfers was achieved in all countries involved.

The Bank also provided considerable support to the private sector, although the CR did not provide any details on the results of these investments. The Bank provided six lines of credit to the private sector (regional financial institutions) and one equity investment. It is not clear what was achieved by the lines of credit and equity investment, or the progress made towards the goals set for these operations. Private sector operations accounted for 32 percent (by value) of the Bank's regional portfolio as at August 2018.

Bank's non-lending program: During the RISP period, the Bank far exceeded its target in terms of ESWs delivered. Seventeen ESWs were completed, of which 10 informed the preparation of the RISP, compared with the five initially planned. Most are knowledge products covering performance and strategies for various infrastructure sectors, and for regional and sub-regional integration. These ESWs served as a basis for strategic planning, project design and dialogue. For example, a study on regional integration and fragility served not only as an advocacy tool, but also as a basis for the inception of projects in roads and energy in the Mano river countries. In addition, ESWs underpinned dialogue on the importance of regional integration and the role some countries, such as Senegal, Cabo Verde and Nigeria, could play in that process.

Overall, this validation finds that the Bank's non-lending programme was highly satisfactory in delivering the outputs and outcomes expected of it.

3.2.3 Additional Outcomes:

The Bank reacted promptly and properly to support a regional response to the 2014 Ebola outbreak by funding nine projects across the three most affected countries (Liberia, Sierra Leone and Guinea). The CR reports that the Bank rapidly designed and approved nine projects for a total investment of US\$300 million to support the anti-Ebola effort. The projects covered training, community-based surveillance structures, and household and individual rehabilitation, as well as reintegration of survivors into their communities. The Bank with other partners also supported the establishment of the African Centre for Disease Control (ACDC), as well as the post-Ebola recovery social fund. This marks an important step towards fostering regional cooperation capacity in disease surveillance and early warning.

3.3. Efficiency

3.3.1 Timeliness (RISP and Operations):

The average time from project approval to first disbursement declined marginally from 23.8 months in 2014 to 21.46 months in 2018 for the ongoing portfolio based on the CR. In addition, there are currently 86 operations in the portfolio for a total disbursement rate of 47.16 percent as at August 2018. The validation notes that this is mainly driven by the full disbursement of private sector finance operations. For example, in the energy sector, the rate of disbursement is only 8.61 percent, while it is 45 percent for the agriculture sector, 30 percent for the transport sector, and 99 percent for the finance sector. Ten of the 86 operations were approved between 2017 and 2018, with no disbursements made. In addition, 31 of the 86 operations have a rate of disbursement that is less than 10 percent. The CR deemed the overall disbursement rate satisfactory, although the analysis above suggests that this may not be the case.

Overall, timeliness of the portfolio is assessed as unsatisfactory due to the relatively low disbursement rate.

3.3.2 Implementation Progress:

According to the CR, at mid-term, there were serious delays resulting in limited progress in the implementation of the portfolio. Delays in projects' start-up led to the cancellation at mid-term of eight projects following the RISP mid-term review. Project cancellations are due to various reasons, including delays in implementation of the loan agreement, weak implementation capacity (national and regional), insufficient knowledge of the Bank's rules and procedures in procurement and disbursements, and delays in fulfilling the conditions precedent to first disbursement. Project delays can also be explained by the fragility conditions prevailing in some of the countries where the regional projects are

implemented. The Ebola virus outbreak is also noted to have contributed to slowing down project implementation in the affected countries.

Implementation progress of the portfolio is assessed as unsatisfactory due to the considerable delays recorded.

3.3.3 Resource Use Efficiency:

Although the CR mentions delays in implementation, it did not provide an indication of the effect of these delays on the efficiency with which Bank resources were used, especially for projects that have been completed.

Time and cost are important elements in estimating a project's internal rate of return (IRR). Any delays in realising the benefits or increases in the costs during the project implementation period are likely to result in a reduction of the project's economic and financial benefits. This validation finds that all of the infrastructure projects were delayed by at least one year, or more than one year in the case of the energy sector. These delays are likely to reduce the IRR at project completion.

Resource use efficiency is likely to be unsatisfactory due to the implementation delays.

4. THE BANK'S PERFORMANCE

4.1. Bank performance in managing and delivering the programme

The CR provides limited information on the Bank's performance in managing the program. The design of the programme suffered from flaws in the design of the results monitoring framework, which in turn adversely affected programme monitoring and the reporting of results at the completion stage. During the mid-term review, a number of challenges to the successful implementation of the portfolio were identified, including insufficient supervision of projects and limited assistance provided to RECs. However, the CR does not provide any feedback on the implementation of the measures that were recommended to tackle these problems, and how these may have affected portfolio implementation during the second half of the RISP cycle.

The RISP at inception was to be jointly monitored during its implementation by the Bank, ECOWAS and WAEMU. The RISP was subject to a mid-term review, as well as portfolio performance review, a completion and portfolio performance review at completion. The CR did not provide evidence regarding the extent to which the monitoring and evaluation (M&E) system was implemented and used in support of the RISP implementation.

4.2. Partnership quality

The RISP envisioned building a partnership framework involving WAEMU, ECOWAS, the World Bank, the EU and some bilateral donors. The objective was to build the capacity of the commissions, improve preparation and coordination of regional transport infrastructure, and the trade facilitation program, and improve delivery and coordination of regional aid trade. However, the CR did not report if any progress was made in this regard during the RISP implementation period.

4.3. Aid coordination and Bank positioning in the region

According to the CR, although there are many donors intervening in the region in different sectors, there is no formal platform for the harmonisation of activities across the region. However, some coordination initiatives do exist: the ECOWAS project preparation unit, the Special Purpose Companies (SPC) for the implementation of regional projects and the Bank's regional integration framework with the EU

(PAGoDA). According to the CR, the Bank is active in mobilising resources through the African Investment Facility of the European Commission of the European Commission.

4.4. Risk management

During the mid-term review of the RISP implementation in 2014, a number of constraints to successful programme implementation were identified. The main ones included were: (i) the lack of capacity of RECs; (ii) the limited (or absence of) monitoring of activities by regional structures executing projects; (iii) limited support of the Bank to regional structures; and (iv) the lack of communication and monitoring mechanisms for the regional portfolio. Lessons and recommendations related to the identified weaknesses were drawn for all parties at the mid-term review. However, the CR does not report on the extent to which these mitigating measures were implemented and how these may have affected portfolio implementation or project designs during the latter years of the RISP period.

More broadly, the Bank identified risks that might affect the implementation of the regional integration agenda, namely: (i) continued weak commitment of member states to implement trade integration and inter-country transit protocols; (ii) the duality and multiplicity of the integration architecture, and the weak capacity and poor implementation of regional operations; and (iii) political instability. To mitigate these risks, the main measure the Bank foresaw was capacity building in RECs. The track record on regional infrastructure programme performance suggests that limited implementation capacity remains a challenge that the Bank needs to overcome in its future engagements in the region.

4.5. Policy dialogue

During the period under review, the Bank engaged in regular policy dialogue with the RECs. Bank ESWs produced during this time provided a solid foundation for this dialogue. The CR highlights the case of the PIDA initiative, through which the Bank strengthened dialogue to expand its support to strengthen infrastructure development in the region. The Bank also actively engaged in dialogue in others sectors, including the creation of an enabling environment for private sector development through, for example, the development of policies and capacities for payment systems and financial sector integration.

5. COMMENTS ON RISP CR QUALITY (INCLUDING COMPLIANCE WITH GUIDELINES AND TIMELINESS)

The CR concluded that the implementation of the strategy was successful. However, this validation finds that the CR lacks sufficient evidence to support this conclusion. The CR does not adequately report on the achievement of programme outputs and outcomes during the RISP period, while evidence was scanty on programme outcomes. The CR should have also followed the proposed structure in the guidelines for CSP CRs, which calls for results reporting to be distinguished by programme outputs and outcomes. In addition, the CR did not assess the performance of the Bank, participating countries and of RECs in implementing the strategy.

Although the RISP covered only the period until the end of 2017 (results matrix in Annex 6), given that the CR is prepared in 2019, the reporting of results should have covered performance up to the end of 2018. This would have allowed greater up-to-date reporting on programme implementation. The CR also mentions that eight operations were cancelled after the mid-term review, but it does not provide the reasons for their cancellation. It would have been useful to provide an analysis on the causes of chronic delays in implementing regional operations.

In addition, the results are reported in some cases at the pillar level (i.e., infrastructure projects), which is not clearly linked to performance in the sectors or through supported projects. Even in the CR results

framework in the annex, there are results reported for the programmes that are not clearly linked to specific projects. Although the RISP aimed to mainstream cross-cutting issues (especially gender) during programme implementation, this is not taken into consideration in the RF, with only scant details provided in the CR regarding results achieved.

The CR should have provided a more rigorous assessment of the efficiency of the RISP implementation throughout the programme cycle. Although delays regarding major interventions are noted, the CR did not explicitly assess the implications of these for the project returns and the efficiency with which Bank resources were used.

The CR did not assess the sustainability of the Bank's programme of support, nor the likelihood that the benefits of the Bank's programme of support would be sustained in the years to come. This is a major coverage gap in the CR.

Overall, the RISP CR complied with the guidelines for CSP/RISP completion report format, although some sections, such as the M&E of the Bank's assistance and consultations with stakeholders, as well as portfolio management issues, were not explicitly examined.

6. EVALUATION OF KEY LESSONS LEARNED AND RECOMMENDATIONS

6.1. Lessons learned:

The RISP CR provides four overall lessons:

1. At the strategic level, the CR recognises the utility of addressing both the hard and soft infrastructure for promoting transport and trade, as well as enhancing asset values for regional infrastructure development. This has been the case for the corridor projects.
2. Due to the emergence of themes such as food security, climate change and resilience, the mainstreaming of the Sahel paradigm and strategy in ECOWAS integration priorities is beneficial for fostering integration in the ECOWAS-CILSS region.
3. A third key lesson was revealed through the Ebola crisis and the need to move away from emergency solutions, and to adopt a strategic health development approach across the region.
4. At the operational level, the main lesson emphasises the need to strengthen the implementation capacity for executing agencies and regional economic communities (ECOWAS and WAEMU). This is particularly important for procurement and disbursement rules and procedures of the Bank. A study on the capacity of RECs to implement regional projects (in the transport sector) showed that their capacity to implement such large-scale projects is limited.

This validation concurs with the above lessons, and proposes two more:

1. In a region marked by considerable project implementation capacity deficits, regional project readiness can be a serious concern and should not be under-estimated.
2. The strategic focus on private sector development is of critical importance for accelerating structural transformation and fostering cross-border trade and investment. Regional solutions, as shown in the payments systems case, can be an effective approach towards improving the enabling environment for private sector development.

6.2. Recommendations:

The RISP CR recommends that the Bank continue supporting RECs and executing agencies, especially with regards to their procurement and disbursement policies and processes. This will contribute to strengthening project management capacity and improving regional projects' performance.

Another aspect that the RISP CR recommends to strengthen in the next RISP cycle its results tracking, analysis, reporting and use. A well-designed RISP Theory of Change is required to ensure that the activities results' links are clear and relevant, and that indicators are appropriate, specific, comprehensive, and can be effectively monitored. The mainstreaming of cross-cutting issues in Bank interventions should also be improved. Results monitoring and reporting at the regional level have proven to be problematic, and the new RISP should identify specific measures for strengthening performance (i.e., output and outcome) monitoring and reporting for regional support.

For the next RISP cycle, the CR recommends that infrastructure development remains the main area of support of the Bank, with greater emphasis placed on complementing investments with harmonisation of policies and the development of legal and regulatory frameworks. The two proposed pillars are: (i) Supporting Regional Infrastructure Development and Connectivity; and (ii) Enhancing Regional Value Chains Development and Financial Integration. The RISP also plans to mainstream capacity across these two pillars.

Although this validation agrees with the above recommendations and the pillars of the upcoming strategy, it suggests that capacity building in support of project implementation should continue to be a strategic priority. The validation findings show that capacity to implement regional projects is still a major issue and this is illustrated by the considerable project delays and numerous cancellations. Therefore, strengthening project management capacity should continue during the next RISP period. In addition, the Bank should also focus on ensuring quality at entry of infrastructure projects to ensure their smooth implementation.

7. SUMMARY OF THE VALIDATION

The RISP was closely aligned to development priorities in the region, and to regional integration strategies of regional organisations, the countries themselves and the Bank's priorities for regional integration. The focus on infrastructure development and capacity building was consistent with regional needs, and was a key area of the Bank's regional integration priority focus. The programme of lending and non-lending support that was ultimately approved was relevant to the objectives identified in the RISP, although its implementation suffered from serious delays and cancellations.

The WA-RISP CR concludes that the Bank's lending programme was strong and very satisfactory after the mid-term review. This came after a portfolio assessment at mid-term, which highlighted delays in project start-up and concluded that the Bank may have been overly optimistic regarding its target lending portfolio. This resulted in the cancellation of eight projects that had been stalled since approval. Consequently, portfolio performance improved somewhat, with an increase in the portfolio rating from 2.7 in 2013 to 3.4 in 2018. In addition, the Bank's portfolio increased considerably in size after January 2016, with a total of 56 regional projects approved during the period from 2016 to 2018.

The Bank's performance in delivering non-lending support is assessed as satisfactory with the delivery of 13 ESWs compared with the five initially planned. The ESWs served to support project preparation and policy dialogue for regional integration. In addition, the Bank's rapid response to the 2014 Ebola outbreak was highly satisfactory, including its implementation of several projects to mitigate the crisis.

Regarding portfolio performance, the CR rates the overall performance as satisfactory, although it also notes that significant challenges remain. As at August 2018, some 47.3 percent of public sector regional projects were flagged as problematic in the portfolio review. This validation report notes that it is the

rapid implementation of the private sector credit-line operations that significantly boosted portfolio performance. Once these are netted out, it becomes clear that portfolio performance is significantly lagging behind Bank norms, and that strong, corrective measures to improve programme implementation are required.

The CR reports that the achievement of results is satisfactory. However, there is insufficient evidence in the CR to support this conclusion. Reporting on project, sector and country-level outputs and outcomes was generally lacking for both pillars of the strategy. More robust and comprehensive evidence is required to assess the achievement of development results. Consequently, the validation finds that the evidence presented in the CR regarding achievement of results is insufficient to support the satisfactory rating of the program's performance.

Table 2: Summary of overall performance assessment

Criteria	Summary performance
Relevance	The portfolio is deemed very relevant to regional priorities, Bank strategies and policies regarding regional integration, as well as country strategies in the ECOWAS region. The validation identified some weaknesses in the results matrix. Overall, the performance is rated satisfactory for the relevance criterion.
Effectiveness	Overall, the effectiveness of the RISP is satisfactory for the achievement of outputs. Projects are still ongoing, and therefore the validation did not provide an assessment on outcomes achievement.
Efficiency	Efficiency is rated unsatisfactory, due to delays and a relatively low disbursement ratio. Some projects were cancelled during the RISP period.
Sustainability	The validation did not assess the sustainability criterion, which was not covered in the completion report. There is not enough evidence available to conclusively assess this criterion.

In sum, the Bank should consider the following in its future strategy and implementation of the portfolio on regional integration:

- To put more effort in strengthening the capacity for regional project implementation. At mid-term review, recommendations for improving project implementation capacities were made, but the CR did not report on whether these recommendations were adopted or have proven useful. It is clear from the CR that the Bank's growing programme still suffers from implementation weaknesses. Continued support for implementation capacity building, particularly with respect to programme design and implementation, is needed.
- To enhance M&E systems, including better self-reporting of programme and project results (outputs and outcomes), and the extent to which cross-cutting themes have been achieved. The evidence gaps in the CR on results reporting reflect the serious weaknesses in the RF, and results monitoring at the project and sector levels. Future RISPs would benefit from a more rigorous RF matrix, with clear and complete output and outcome indicators to enable a satisfactory monitoring and evaluation of programme progress and results.
- To be mindful of its available financial and human capacity when planning its regional interventions in order to ensure that its objectives remain realistic. Furthermore, the Bank should be more selective in its approach to avoid project cancellations due to lack of funding or poor quality at entry.

- To ensure that the new RISP clearly identifies risks to programme implementation, of which there are several, and appropriate mitigating measures to provide a solid basis for effective risk management.
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Follow-up action by IDEV:

A rapid evaluability assessment of the new RISP-WA 2019-2025 in order to inform its design, implementation and quality at exit.

ANNEXES

ANNEX 1: List of References

Regional Integration Strategy Paper for West Africa 2011-15

Regional Integration Strategy Paper for West Africa, Mid-term Review and Portfolio Performance Review

Bank Group Regional Integration Strategy 2009-12

Bank group Regional Integration Policy and Strategy 2014-23

The West Africa Regional Integration Strategy Paper 2011-15: Extension by two years to end of 2017

ECOWAS Regional Strategic Plan 2011-15

Draft West Africa Regional Integration Strategy Paper Completion Report

Implementation Progress reports: Trans-Gambia Corridor, January 2019

Implementation Progress Reports: Lomé-Ouagadougou Corridor Project

Implementation Progress Report: Lome-Cotonou Corridor Project

Implementation Progress Report: OMVG Energy Project

Implementation Progress Report: P2RS, February 2019

SNAIST Project Completion Report

HESP Project Completion Report

ANNEX 2: Methodological Note

The validation exercise is based on a documentary review of relevant sources of information: the RISP CR, supervision and implementation progress reports, Bank policy and strategy documents, and RECs' strategy documents and project CRs.

The assessment follows a template that was revised and adapted to the RISP validation, and this was discussed with the RISP CR team leaders for agreement on the different dimensions that the validation would cover. The following criteria are assessed under this validation.

RELEVANCE

a. Relevance of the strategic orientation of the RISP to regional integration development objectives

Alignment to strategic priorities of the leading regional development bodies (WAEMU and ECOWAS).

Alignment to individual country strategy objectives.

Alignment to Bank regional integration strategies and policies.

Evaluation of the relevance ex-ante and ex-post to key challenges in the region (including during the implementation phase).

b. Relevance of RISP design

The review should provide an assessment of the relevance of the RISP design considering the factors listed above. The evaluator will also comment on the CR conclusion on relevance in this section. The assessment of the design will also include: results framework, underlying assumptions of the pillars, risks and mitigations measures, and the extent to which cross-cutting issues are taken into consideration in the RF.

EFFECTIVENESS

c. Effectiveness in achieving outputs

An examination of the results chain, including: (i) a discussion of how well objective indicators have been met; (ii) how well the indicators are linked to and measure achievement of the objectives; and (iii) the extent to which indicators are observable.

The validation will assess the objectives of the RISP. In cases where the objectives described in the CR text cannot be fully captured in the results matrix, the validation will also cover objectives raised in the text that were expected to be achieved during the RISP period but were not considered in the initial framework and even during programme implementation.

d. Achievement of development outcomes

Evaluation of the extent to which the RISP interventions achieved their intended set of development outcomes (including for non-lending operations). This will cover all RISP themes and major sectors of intervention. The evaluator should make an assessment based on the results reporting presented in the current RISP completion and reporting documents. The evaluator will also examine the degree to which the overall programme outcomes (intended and unanticipated), as well as reasons for any eventual gap, were discussed in the RISP CR.

e. Unanticipated additional outcomes (positive or negative, not taken into consideration in the programme logical framework)

This includes cross-cutting factors such as gender and climate change, as well as inclusion-related issues. An assessment will be made of the extent to which intended or unanticipated additional and important outcomes were taken into consideration by the RISP CR. The assessment should also look at the manner with which the RISP CR accounted for these outcomes.

EFFICIENCY

f. Timeliness

Assessing the timeliness of programme implementation and its effect on programme performance, i.e., assessing operations within the portfolio based on a comparison between the planned and actual period of implementation from the date of effectiveness for first disbursement. This should also review timeliness of processing pipeline programmes and their approvals as planned within the RISP cycle document.

g. Implementation progress

An overview of the portfolio performance over the cycle. Implementation progress trends also considering non-lending programs.

h. Resource use efficiency

This will examine the expected and actual financial and economic returns on Bank investments during the RISP implementation period.

BANK PERFORMANCE

- a. Bank performance in managing and delivering the programme: Assessing the Bank's performance through the programme cycle (design, implementation and completion) by focusing on evidence from monitoring documents (quality of supervision and completion). The validation will assess the extent to which the Bank organised itself adequately to deliver on the regional strategy. This will also discuss the extent to which the Bank reacted to changes in context.
- b. Partnership quality will be examined, particularly with other institutions providing regional cooperation support in the region.
- c. Aid coordination and Bank positioning in the region.
- d. Risk management: An assessment of how the overall programme managed risks that occurred during implementation. Focus on effect of measures undertaken to deal with them over the cycle period. Identify other persisting risks in view of the Bank's future engagement with the region. This will be used to draw lessons and insights on forward-looking actions for preparing next RISP.
- e. Policy dialogue: The level of effort, focus and results of the Bank's policy dialogue with authorities, particularly in the main regional development organisations, will be assessed.

COMMENTS ON RISP CR QUALITY AND TIMELINESS

An assessment of the completeness of achievement on the basis of indicators stated in the results monitoring framework of the RISP will be provided. The extent to which the CR reports on progress made in implementation of the interventions agreed under the completed RISP. The extent to which any changes following the mid-term review are correctly reflected in the CR. The evaluator will assess the extent to which reported results or information in the CR are based on evidence, and the degree to which reported evidence is used to underpin lessons and forward-oriented recommendations.

EVALUATION OF KEY LESSONS LEARNED AND RECOMMENDATIONS

a. Lessons learned:

Provide a brief description of any agreement/disagreement with all or part of the lessons learned from the RISP CR. Additional and/or reformulated pertinent (and generic) lessons learned will be provided here, if any are identified.

b. Recommendations:

Provide a brief description of any agreement/disagreement with all or part of the recommendations from the RISP CR. A listing will be provided of RISP CR main new and/or reformulated recommendations, if any are identified.

Simplified rating scales

		Highly Satisfactory-4	Satisfactory-3	Unsatisfactory-2	Highly Unsatisfactory-1
Relevance	Extent to which the pillars of the RISP are aligned to country strategies, regional strategies as well as Bank's strategies and policies regarding regional integration. Extent to which the design of the RISP is appropriate to achieve the objectives of the RISP.	The two pillars of the RISP are aligned to all country strategies' pillars; Bank regional integration strategies and policies; and regional integration strategies. The Design is appropriate without any flaws.	The pillars of the RISP are aligned to all country strategies' pillars; Bank regional integration strategies and policies; and regional integration strategies. The Design is appropriate with some flaws.	Alignment of the RISP pillars to country strategies' pillars; Bank regional integration strategies and policies; and regional integration strategies is limited. The Design is appropriate with major flaws.	There is no alignment of the RISP pillars to country strategies' pillars; Bank regional integration strategies and policies; and regional integration strategies is limited. The Design is inappropriate.
Effectiveness	Pillar 1 : Linking regional markets/Infrastructure development				
	Sector: Transport, ICT, agriculture and energy	All of the expected results of the RISP regarding infrastructure are achieved or likely to be achieved at projects completion.	Most planned projects have been implemented-most of the expected outputs and outcomes as per the RF have been achieved or are likely to be achieved	Only a few planned projects have been implemented-limited expected outputs and outcomes as per the RF were achieved or are likely to be achieved	None of the projects planned have been implemented-None of the expected outputs and outcomes as per the RF have been achieved or are likely to be achieved
	Pillar 2: Building Capacity for Effective Implementation of the Regional Integration Agenda				
	Sector: Capacity building to RECs, projects, and African centres of excellence	More than 80% expected outputs and outcomes as per the RF have been achieved or are likely to be achieved	Between 60 and 80% of the expected outputs and outcomes as per the RF have been achieved or are likely to be achieved	Less than 60% expected outputs and outcomes as per the RF were achieved or are likely to be achieved	None of the expected outputs and outcomes as per the RF have been achieved or are likely to be achieved
Efficiency	Extent to which the interventions are implemented in a timely manner, and efficiently in terms of resource use.	All of the intervention are implemented within the planned timeframe, with no increase in cost.	Between 60 and 80% of interventions are implemented within the planned timeframe with no increase in cost.	Less than 60% of intervention are implemented within planned timeframe. There are no cost increases.	None of the interventions were implemented within planned timeframe with cost increase for all.

Annex 3: Macroeconomic Indicators

West Africa - Real GDP growth rates, 2011-19

	2011	2012	2013	2014	2015	2016	2017€	Average 2016-17	2018(p)	2019(p)
West Africa	5.0	5.2	5.5	6.0	3.3	0.4	2.7	1.6	3.4	3.3
Benin	3.3	5.4	5.6	6.5	5.2	4.0	5.6	4.8	6.0	6.3
Burkina Faso	6.6	9.0	6.6	5.0	4.8	5.9	6.7	6.3	7.0	6.7
Cabo Verde	4.0	1.1	0.8	1.8	3.6	3.8	4.0	3.9	4.1	4.3
Côte d'Ivoire	-4.7	10.7	8.7	7.9	8.8	8.2	7.6	7.9	7.1	7.0
The Gambia	-4.3	5.3	4.3	0.9	4.7	2.2	3.5	2.9	5.4	5.0
Ghana	14.0	9.3	7.3	4.0	3.7	3.7	8.5	6.1	7.0	5.9
Guinea	3.9	3.9	2.3	1.1	0.1	6.6	6.7	6.7	5.7	5.5
Guinea Bissau	9.4	-1.8	0.8	2.7	4.8	5.8	5.9	5.9	5.0	5.1
Liberia	7.9	8.3	8.7	0.7	0.3	-1.6	2.3	0.4	3.5	4.4
Mali	2.7	0.0	1.7	5.8	5.2	5.8	5.4	5.6	4.8	4.6
Niger	2.3	11.8	5.3	7.0	3.6	4.9	4.9	4.9	5.3	5.5
Nigeria	4.9	4.3	5.4	6.2	3.0	-1.6	0.9	-0.4	2.1	2.0
Senegal	1.8	4.4	3.5	4.3	5.1	6.7	6.9	6.8	7.0	7.0
Sierra Leone	6.0	15.2	20.1	4.6	-21.5	6.3	5.8	6.1	6.1	7.0
Togo	4.8	4.8	4.0	5.9	5.5	5.1	4.4	4.6	4.6	5.0
AFRICA	2.9	6.4	3.9	3.7	3.5	2.3	3.0	3.8	3.8	4.0

Source: RISP WA Completion report

Annex 4: West Africa RISP Portfolio Comparison Planned vs Actual

Pillar 1		Pillar 2	
Planned	Implemented Yes/No	Planned	Implemented Yes/No
Rehabilitation and transport facilitation of the Lomé-Ouagadougou Corridor Project	Yes	Côte d'Ivoire-Liberia-Sierra Leone-Guinée, Interconnexion Power Project (capacity building)	Yes
Rehabilitation of the Lomé-Cotonou Road and transport facilitation on the Abidjan-Lagos Corridor Project	Yes	Regional Centres of Excellence dealing with infrastructure and public governance	Yes
Trans-Gambia Bridge on the Dakar - Lagos Corridor	Yes	Bank Group's Programme for Building Statistical Capacity in RMCs	Yes
Guinea-Guinea Bissau: Boke-Quebo Road Project	No	Programme de modernisation des douanes et de gestion des corridors au Sénégal	No information
Trans-Saharan Corridor project (Tchad, Niger, Algérie)	Yes	Projet de facilitation du transport et du commerce dans l'UEMOA – Phase I	No information
Mali - Côte d'Ivoire Road project	Yes	Préparation à la création d'infrastructures à clé publique continentales et d'un portail de commerce pour la vérification électronique et la signature numérique	No information
Mano River Union Transport project Phase 1 :	Yes		-
Mano River Union Transport project (phase 2) :	Yes		
Rosso Bridge project (Sénégal, Mauritanie)	Yes		
Programme d'appui au secteur du transport aérien en Afrique centrale et occidentale (PASTA-CO)	Yes		
Facilitation du transport et du commerce dans l'UEMOA	Yes		
Côte d'Ivoire-Liberia-Sierra Leone-Guinée, Interconnexion Power Project ;	Yes		
OMVG energy programme 1. Gambia-Guinée-Guinée Bissau-Senegal; 2. Hydroelectric sites at Kaleta (240 MW) and Sambangalou (128 MW) ;	Yes		
Han (Ghana) – Bobo Dioulasso (Burkina Faso) – Sikasso (Mali) – Bamako (Mali)- Interconnection power project ☐			
Guinea-Mali – Interconnexion Power Project	Yes		
Project for the reinforcement of resilience to food and nutritional insecurity in the Sahel (PR2RS)	Yes		

Annex 5: Summary of RISP Achievements

Regional integration objectives	Outputs	Outcomes	Outputs	Outcomes	IDEV's Assessment of achievements
	(Expected at the end of RISP period in 2017)		(Achieved as at end 2017)		
Enhance the linkage of regional markets, creating an open and seamless regional market with opportunities for rapid and sustained inclusive regional growth, equitable job creation, and poverty reduction.	<ul style="list-style-type: none">• The Pahou-Ouidah road (18.75km) on the Abidjan-Lagos Corridor constructed• Lomé-Cotonou (77.5km) on the Abidjan-Lagos Corridor fully rehabilitated by 2016;• The Hillacondji joint border posts is constructed by 2017;• Users of the rehabilitated corridors are sensitized to trade facilitation measures• 270 km on the Lomé – Ouagadougou Corridor rehabilitated by 2016 (120km in Burkina-Faso and 150km in Togo)• 75 percent of ancillary infrastructure of the Lomé-Ouagadougou corridor constructed• Computerization of customs documents, migration towards SYDONIA World, single tracking system for goods implemented on the Lomé-Ouagadougou-Niamey corridor• 21 km of road constructed in Mali on the Mali-Côte d'Ivoire Road	<ul style="list-style-type: none">• Travel time on the Pahou-Hilacondji road on the Abidjan-Lagos Corridor reduced 115 mins in 2010 to 55 mins in 2016.• Number of road blocks between Benin and Togo per 100km.• Creation of 1,475 jobs in road infrastructure development works (1250 and 225 jobs on the Lomé – Ouagadougou and Lomé-Cotonou corridors works, respectively).• Creation of about 200 jobs during construction of the Trans-Gambia Bridge by 2018.• Travel time on the Zantiebougou (Mali)-Côte d'Ivoire border reduced by 1 hour.• Travel time on the Atakpame-Kara road reduced from 12 days in 2011 to 8 days in 2016.• Transit time on the Trans-Gambian Corridor reduced from 34 mins before the bridge to 1.5 mins in 2018 after the bridge.• By 2018: Increase of traffic at land borders (87 percent between Algeria/Niger and 375 percent between Niger/Chad).	<u>Trans-Gambia Bridge on the Dakar - Lagos Corridor</u> <ul style="list-style-type: none">• Over the construction period to date more than 250 -350 skilled/semi-skilled jobs have been created.• The Bridge is over 75 percent complete and targeted for delivery in Q2-2019 <u>Trans-Saharan Road (Chad, Niger, Algeria)</u> <ul style="list-style-type: none">• Niger: Arlit-Assamakka road: Progress rate for the works stands at 40 percent with 91 percent of the delay already consumed; Contract extended for 8 months; Works to be completed by end of 1st Semester, 2019• Farié Bridge: After a major technical review, Construction works to be completed by end of 1st Semester 2019	<u>Trans-Gambia Bridge on the Dakar - Lagos Corridor</u> <ul style="list-style-type: none">• Major Outcomes will become apparent after completion of major infrastructure <u>Trans-Saharan Road (Chad, Niger, Algeria)</u> N/A	<p>Overall comment: Reporting in the CR text states that the Lomé-Cotonou and Lomé-Ouagadougou Roads have been completed. However, in terms of output and outcomes not much is reported in this table in terms of achievements. Perhaps this is because the information in the table dates back to 2018.</p> <p>Limited information is provided with details on achievement to date regarding each transport project.</p> <p>Limited reporting regarding outcomes. Although many projects are still ongoing, the status of achievement of some intermediate outcomes is not clear.</p>

	<ul style="list-style-type: none"> Manantali-Tambanga (100km) and Babaroto-Mahina (6km) of the integrated multimodal OMVS System rehabilitated The Trans-Gambia bridge on the Dakar-Lagos corridor is constructed by 2018 	<ul style="list-style-type: none"> By 2018: Reduction of travel time along the Trans-Saharan road from 2 days to 3.5 hours (Assamakka/Arlit) and from 5 days to 5.5 hours (Niger border/Ndjamena). By 2018: Creation of about 75,000 person/days (20 percent by women and percent by young people) (new) 			
	Outputs	Outcomes	Outputs	Outcomes	IDEV's assessment
	(Expected at the end of RISP period in 2017)		(Achieved as at end 2017)		
	<ul style="list-style-type: none"> The Trans-Gambia joint border posts is constructed by 2018 The Trans-Saharan road works and related works in Chad and Niger are under construction (new) Rosso Bridge Project approved by the Boards in 2016 		<u>Mano River Union Road Transport Programme (Phase 1)</u> <ul style="list-style-type: none"> Completion of all procurement activities with 11 percent progress towards completion 	<u>Mano River Union Road Transport Programme (Phase 1)</u> <ul style="list-style-type: none"> 30 percent jobs created in skilled and unskilled labour 	Overall comment: Regarding the Trans-Bridge, the project is completed but results reported are limited to the number of jobs created during construction phase (more than 250 to 350 skilled/semi-skilled). The project has also yielded exogenous socio-economic outcomes, such as increase in household trips to education and health facilities. The Rosso bridge is mentioned but no information on the project is given in this RF or in the completion report itself.
	<ul style="list-style-type: none"> Dialogue with stakeholders to ensure timely completion of the on-going EU-financed detailed engineering design studies for the prioritized B2 and B1 links. High-Level consultations held with potential donors on investments 	<ul style="list-style-type: none"> Progress on resource mobilization for the railways sector in West Africa 	<ul style="list-style-type: none"> Draft reports of the EU-funded detailed engineering design studies available 	<ul style="list-style-type: none"> Progress on consultations with donors for the mobilization of resources for the railways sector 	Overall comment:

	in railways in West Africa.				
	<ul style="list-style-type: none"> Two water dams for water collection constructed in Burkina-Faso 98 ha of irrigated perimeters constructed in Burkina-Faso 40 ha of wetlands rehabilitated 	<ul style="list-style-type: none"> 10 percent increase of the income of farmers and fishermen 1 percent reduction in the incidence of people vulnerable to food insecurity 1 percent reduction in the prevalence of acute malnutrition 			Limited information here on the extent of achievement of outputs and results in the involved countries. Therefore, it is not easy to assess the extent or progress made in implementation.
	<ul style="list-style-type: none"> Construction of 1,700km of high tension transmission lines (OMVG Project) Construction of the 1,360km of 225 kV line interconnecting Côte d'Ivoire, Liberia, Sierra Leone and Guinea (CLSG) 330KV line of the Togo-Benin interconnection project constructed 	<ul style="list-style-type: none"> About 4,400 and 1,400 direct and indirect jobs, respectively, are created during construction phase of the OMVG energy project, and 250 permanent jobs and 350 indirect jobs created during exploitation of the plant from 2016 (percent of jobs created for women and young people) Average number of blackouts in the OMVG countries reduced from 600 to between 150 and 200 by 2017. 	<ul style="list-style-type: none"> Work is in the start-up phase 40 localities in Côte d'Ivoire have already been electrified under the electrification component of the project. 11 specialized training sessions (including 10 of 5 days and 1 of 10 days) organised for 80 agents of the EDG (Guinea). 	<ul style="list-style-type: none"> 40 localities in Côte d'Ivoire electrified 	<p>Overall comment:</p> <p>It is not clear in the narrative what the achieved results to date were in terms of job creation. The report also fails to clearly outline the status of implementation of each of the project in the energy sector. Therefore, it is not easy for the reader to assess progress against plans.</p>
	Outputs	Outcomes	Outputs	Outcomes	IDEV's assessment
	(Expected at the end of RISP period in 2017)		(Achieved as at end 2017)		
		<ul style="list-style-type: none"> The costs of electricity reduced from €0.15 to €0.115 by 2017 in OMVG countries 5,000 jobs during implementation and 450 permanent jobs after commissioning of the CLSG project Electricity access rate in CLSG increased from 9 percent in 2010 and 13 percent in 2016 on average 	<ul style="list-style-type: none"> Training of six staff of the Ivorian electricity company (main areas covered: project planning and management, business management, results-based management and performance measurement) 		<p>Overall comment:</p> <p>Extent of progress made in the implementation and achievement of results is very unclear for this component.</p>

Strengthen regional capacity to advance the regional integration agenda	<ul style="list-style-type: none"> • Real Time Gross Settlement, Automated Clearing House, Automated Check Processing, and Scriptless Securities settlement systems installed in the Gambia, Guinea, Liberia, and Sierra-Leone to support financial and monetary integration in the WAMZ. 	<ul style="list-style-type: none"> • Progress on financial and monetary integration within WAMZ as measured by: • Same day funds transfers within WAMZ achieved. • Volume of high value funds transfers in the Gambia, Guinea, Liberia, and Sierra-Leone increases by 45 percent from 2007 level 	<p>The level of implementation of activities is estimated at about 97%; which has enabled the realization of the project as follows, in summary:</p> <ul style="list-style-type: none"> • Real Time Gross Settlement (RTGS): acquisition of an “off-the-shelf” RTGS (large value funds transfer and settlement) system (with server machines in the primary production environment and remote back-up sites) for the four countries. • Retail Payments Automation (RPA): development of Automated Checks Processing (ACP) and Automated Clearing House (ACH) systems. • Core Banking Application (CBA): acquisition and installation of a core banking application software for the Central Banks of Guinea, Sierra Leone, and Liberia, and upgraded the banking software for Central Bank of The Gambia. • Infrastructure Upgrade: This infrastructure of the four central banks to the state-of-the-art IP- 	<ul style="list-style-type: none"> • The project has achieved its immediate outcome on the efficiency of funds transfers in all the countries. The full functionalities of the new systems are successfully implemented, reflecting the high industry standard of the technologies deployed, high degree of commitment of the central banks and commercial banks as well as training provided to operators. 	<p>Overall comment:</p> <p>Overall, the project achieved its expected outputs. However, It is not clear whether the project's final goal of contributing to financial and monetary integration within WAMZ has been achieved.</p>
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			based data communication networks updated, and reliable uninterrupted power supply provided.		
	<ul style="list-style-type: none"> Capacity building provided to the WAPP in the context of the CLSG interconnection project Donors round table on the financing of the Mali-Guinea interconnection organised 	<ul style="list-style-type: none"> Efficient implementation of the WAPP priority projects Improved public investments in energy production 			Overall comment: No information is given regarding the type of capacity building received, and results achieved or progress made.
	<ul style="list-style-type: none"> Support provided to strengthen ECOWAS identified centres of excellence. 	<ul style="list-style-type: none"> Use of science and technology to develop other sectors, social infrastructure, industry, environment and climate change, makes progress in ECOWAS; Strengthened culture of science and technology in the region; Agents of regional integration trained with shared approach on integration; Enhanced capacity in technological skills for economic transformation. 			Overall comment: There is no reporting of results regarding these projects. Some information is provided in the CR text itself.
	<ul style="list-style-type: none"> Support provided to national and regional statistical structures in line with the Bank Group's Programme for Building Statistical Capacity in RMCs. 	<ul style="list-style-type: none"> See Bank Group's Programme for Building Statistical Capacity in RMCs. 	<ul style="list-style-type: none"> The Bank's statistical capacity building is continuous with the current phase (SCB4) set to end at the end of 2019, all ECOWAS Member States are participating in the International Comparison Programme (ICP). 	<ul style="list-style-type: none"> The results for the 2017 ICP will be available at the end of 2019. 	

Annex 6: List of Projects

N°	Projects
Pillar 1	
1	Rehabilitation of the Lomé-Cotonou Road and transport facilitation on the Abidjan-Lagos Corridor Project.
2	Rehabilitation and transport facilitation of the Lomé-Ouagadougou Corridor Project
3	Trans-Gambia Bridge on the Dakar - Lagos Corridor.
4	Trans-Saharan Road (Chad, Niger, Algeria).
5	Lomé-Cotonou road rehabilitation project and transport facilitation in the Abidjan-Lagos, phase 2 corridor
6	National road N°4 (RN04) Gounghin - Fada N'Gourma - Piéga - Niger's frontier reinforcement work
7	Rosso Bridge construction project.
8	Trans-Saharan Road Project
9	Mano River Union Road Transport Programme (Phase 1) : Transborder Road Corridors Project
10	Côte d'Ivoire, Guinea) et phase 2 du projet routier Fish Town - Harper (Côte d'Ivoire, Liberia)
11	Programme de transport routier de l'Union du fleuve Mano (phase 2) : autoroute côtière trans-ouest-africaine – Bo - Bandajuma – Zimmi-Pont UFM (frontière du Liberia) [150 km] et pont UFM – Klay - Monrovia [117 km]
13	Project for the reinforcement of resilience to food and nutritional insecurity in the Sahel (PR2RS)
	Côte d'Ivoire-Liberia-Sierra Leone-Guinée, Interconnexion Power Project
14	OMVG energy programme 1. Gambia-Guinea-Guinea-Bissau-Senegal
15	(Ghana) – Bobo Dioulasso (Burkina Faso) – Sikasso (Mali) – Bamako (Mali))- Interconnection power project
16	Guinea-Mali –Interconnection Power Project.
17	330 KV Ghana-Togo-Benin interconnection project
Pillar 2	
18	WAMZ Payment System Development Project (the Gambia, Guinea, Liberia, and Sierra Leone).
20	Regional Centres of Excellence dealing with infrastructure and public governance.
	Capacity Building for the Côte d'Ivoire-Liberia-Sierra Leone-Guinée, Interconnexion Power Project
21	Bank Group's Programme for Building Statistical Capacity in RMCs.

Annex 7: List of Economic Sector Work (ESW)

- The Role for Senegal in Regional Integration;
- Study on Regional Integration and Stability: Integrated Infrastructure Action Plans for Fragile States (Liberia, Sierra Leone, Guinea and Guinea Bissau);
- Flagship Report on Infrastructure in Nigeria;
- Regional Success Story: The Case of Cape Verde;
- Study for the Creation of the ECOWAS Fund for the Development of Transport and Energy (FODETE);
- Study on Trade, Regional Integration and Economic Development in ECOWAS;
- Study of the Private Sector, Economic Development and Regional Integration in the ECOWAS Region;
- Study on Cooperative Management and Development of the Trans-boundary water Basins to Facilitate Integration and Economic Development in the ECOWAS Region;
- Study on Energy and Power Infrastructure to Facilitate Regional Integration in the ECOWAS Regional;
- Study on Facilitating Regional Integration and Economic Development in the ECOWAS Region through Information and Communications Technology (ITC);
- Review of West Africa Ports; (xii) A Study on Transport Corridors to Facilitate Interregional Trade and Exports in the ECOWAS Region;
- Flagship report: “From Fragility to Resilience, Managing Natural Resources in Fragile Situations in Africa”; and
- Study on the Political and Macroeconomic Contexts of Regional Integration in West Africa.

ANNEX 8: Economic and Sector Work Carried Out to Inform Preparation of the RISP

- Trade, Regional Integration and Economic Development in the Economic Community of West African States (ECOWAS).
- A Study of the Private Sector, Economic Development and Regional Integration in the ECOWAS Region.
- Cooperative Management and Development of the Trans-boundary water Basins to Facilitate Integration and Economic Development in the ECOWAS Region.
- Energy and Power Infrastructure to Facilitate Regional Integration in the ECOWAS Regional.
- Facilitating Regional Integration and Economic Development in the ECOWAS Region through Information and Communications Technology (ITC).
- Review of West Africa Ports ECOWAS Countries Ports/Transport ECOWAS.
- Transport Corridors to Facilitate Interregional Trade and Exports in the ECOWAS Region.
- The Political and Macroeconomic Contexts of Regional Integration in West Africa.