

IDEV

Independent Development Evaluation  
African Development Bank

# ANNUAL REPORT 2019

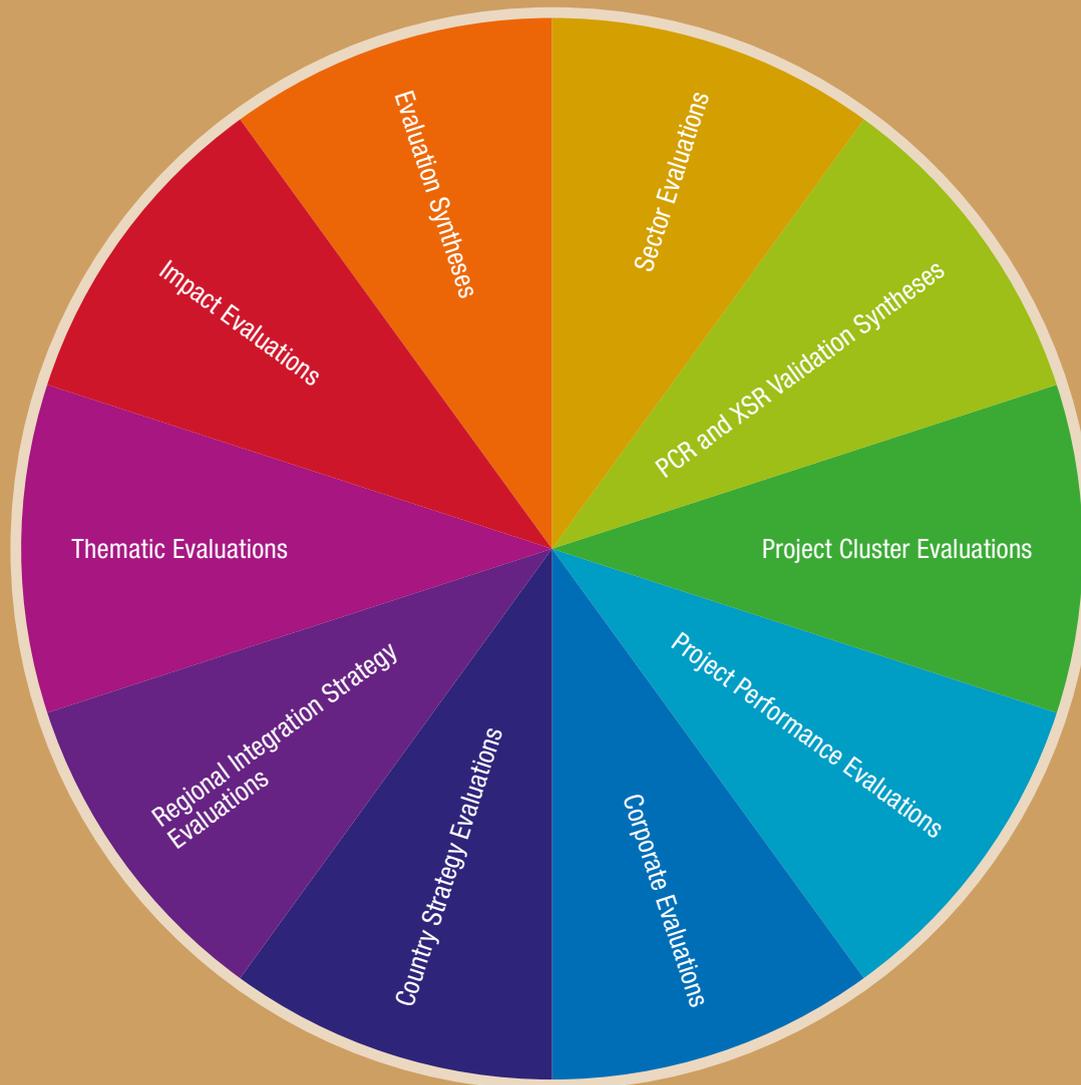
FROM EXPERIENCE  
TO KNOWLEDGE  
AND LEARNING

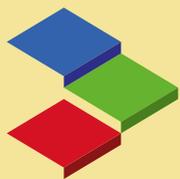


AFRICAN DEVELOPMENT BANK GROUP



IDEV conducts different types of evaluations to achieve its strategic objectives





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TO KNOWLEDGE  
AND LEARNING



AFRICAN DEVELOPMENT BANK GROUP



## Acknowledgements

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Evaluator-General	<b>Roland Michelitsch</b>

## About IDEV

Independent Development Evaluation (IDEV) is an independent and impartial unit dedicated to enhancing the development effectiveness of the African Development Bank (AfDB) in its regional member countries through:

- independent and influential evaluations,
- oversight over self-evaluation processes and products, and
- proactive engagement in evaluation partnerships and knowledge-sharing activities.

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

1. To provide a basis for accountability to key stakeholders including citizens, governments, funders and partners, by evaluating and documenting the impact of the AfDB's activities.
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 AfDB and in regional member countries to encourage a process of continuous learning and improvement. IDEV has a wealth of experience, expertise, and knowledge from evaluating the AfDB's development projects across Africa.

## How does IDEV work with the African Development Bank?

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

## Disclaimer

Unless expressly stated otherwise, the findings, interpretations and conclusions expressed in this publication are those of the various authors of the publication and are not necessarily those of the Management of the African Development Bank (the "Bank") and the African Development Fund (the "Fund"), Boards of Directors, Boards of Governors or the countries they represent. Use of this publication is at the reader's sole risk. The content of this publication is provided without warranty of any kind, either express or implied, including without limitation warranties of merchantability, fitness for a particular purpose, and non-infringement of third-party rights. The Bank specifically does not make any warranties or representations as to the accuracy, completeness, reliability or current validity of any information contained in the publication. Under no circumstances including, but not limited to, negligence, shall the Bank be liable for any loss, damage, liability or expense incurred or suffered which is claimed to result directly or indirectly from use of this publication or reliance on its content. This publication may contain advice, opinions, and statements of various information and content providers.

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# Acronyms

<b>AfDB</b>	African Development Bank Group	<b>IDEV</b>	Independent Development Evaluation
<b>ADF</b>	African Development Fund	<b>IPR</b>	Independent Peer Review
<b>AfrEA</b>	African Evaluation Association	<b>IQAP</b>	Integrated Quality Assurance Plan
<b>AEA</b>	American Evaluation Association	<b>ISS</b>	Integrated Safeguards System
<b>AGM</b>	Annual General Meeting	<b>MARS</b>	Management Action Record System
<b>APNODE</b>	African Parliamentarians' Network on Development Evaluation	<b>MIC-TAF</b>	Middle Income Countries Technical Assistance Fund
<b>CLEAR</b>	Center for Learning on Evaluation and Results	<b>MSC</b>	Most Significant Change
<b>CLEAR-AA</b>	Center for Learning on Evaluation and Results – Anglophone Africa	<b>NEC</b>	National Evaluation Capacities
<b>CODE</b>	Committee on Operations and Development Effectiveness	<b>NSO</b>	Non-Sovereign Operations
<b>CSP</b>	Country Strategy Paper	<b>PBO</b>	Program Based Operation
<b>CSPCRV</b>	Country Strategy Paper Completion Report Validation	<b>PCR</b>	Project Completion Report
<b>DBDM</b>	Development and Business Delivery Model	<b>PCREN</b>	Project Completion Report Evaluation Note
<b>ECD</b>	Evaluation Capacity Development	<b>PIVP</b>	Private Sector, Infrastructure and Industrialization Complex, AfDB
<b>ECOWAS</b>	Economic Community of West African States	<b>PPP</b>	Public-Private Partnership
<b>E&amp;S</b>	Environmental & Social	<b>RMC</b>	Regional Member Country
<b>EPRADI</b>	Evaluation Platform for Regional African Development Institutions	<b>RISP</b>	Regional Integration Strategy Paper
<b>EVRD</b>	Evaluation Results Database	<b>SAMEA</b>	South African Monitoring and Evaluation Association
<b>FIs</b>	Financial Intermediaries	<b>SESP</b>	Self-evaluation Systems and Processes
<b>FIFE</b>	<i>Forum International Francophone de l'Évaluation</i>	<b>SNES</b>	Strengthening National Evaluation Systems
<b>GCI</b>	General Capital Increase	<b>SNSC</b>	Environmental and Social Safeguards and Compliance Department, AfDB
<b>IDEAS</b>	International Development Evaluation Association	<b>SO</b>	Sovereign Operation
		<b>UNDP</b>	United Nations Development Programme
		<b>XSR</b>	Extended Supervision Report

## MESSAGE FROM THE CODE CHAIR

The African Development Bank Group saw several milestones in 2019. A more than doubling of the capital of the African Development Bank and a 32% increase in resources for the African Development Fund mean that the Bank Group is now well-positioned to continue implementing its Ten-Year Strategy and High 5 priorities, to impact the development of the continent. In many ways, the strength of this impact depends on how well the Bank can learn from its successes as well as failures. The role of IDEV in drawing lessons from experience, in generating and sharing knowledge, in promoting learning and in enhancing the Bank's development effectiveness is now more crucial than ever.

As the body of the Board of Directors that oversees the independent evaluation function, the Committee on Operations and Development Effectiveness (CODE) started the year discussing with IDEV its strategic directions. The discussion followed a series of reviews of the function, including (i) a self-evaluation of the implementation of the Bank's 2013–2017 Independent Evaluation Strategy; ii) an external quality assessment of its evaluation products; and iii) an Independent Peer Review. The strategic focus we agreed on- improving its processes, enhancing engagement and communications, and promoting an evaluation culture- has allowed IDEV to play a crucial role in the continuous improvement of the Bank. Following endorsement by CODE, the Board also approved IDEV's new three-year Work Program for 2019–2021, which is well-aligned to the Bank's strategic priorities and aims to address the knowledge needs expressed by the Board and Senior Management.

CODE also advises the Board of Directors on the adequacy of the Bank's evaluation activities. The two synthesis reports of the independent validations of Bank Project Completion Reports, presented to CODE in 2019, were helpful to us in that respect. The evaluation of the Bank's self-evaluation systems and processes, delivered at the end of the year (and due for CODE presentation in early 2020), will also inform our discussions. In addition, we commend IDEV for developing its Evaluation Manual as was recommended in the independent peer-review and which will help IDEV improve its methodologies, processes, and quality of evaluations.

I was encouraged by the relevance and impact of IDEV's evaluations in 2019. In particular, CODE welcomed those evaluations that provided valuable lessons for the Bank to improve its operational effectiveness, such as the evaluation of the Bank's Integrated Safeguard System, the evaluation of the Middle Income Countries Technical Assistance Fund (MIC-TAF) and the evaluation of the implementation of the Bank's Development and Business Delivery Model.

I was also pleased to see that IDEV continued to innovate and introduce new products to provide the Bank with evaluative knowledge, in the form of findings, lessons, and recommendations. For example, IDEV piloted a validation of the West Africa Regional Integration Strategy Paper completion report, a new product that in this case allowed the Bank to revise and improve the report and to learn from the validation.



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As part of its mandate, this year the Board led the selection and appointment of the new Evaluator General. I wish to thank my predecessor as CODE Chair, my colleagues on the Board and the involved members of Senior Management for their tireless work, and to extend a warm welcome to Roland Michelitsch in his new role.

I would like to congratulate the whole IDEV team for its achievements despite a challenging year of transition. As the evaluation function at the Bank continues to adapt and improve its way of working, it is poised to deliver crucial knowledge and learning from experience to the Bank during a time that the institution itself continues to grow and strengthen its development impact.

**Mmakgoshi Lekhethe**

Executive Director Representing Eswatini, Lesotho and South Africa  
African Development Bank Group

# MESSAGE FROM THE SENIOR VICE PRESIDENT

The year 2019 was particularly noteworthy for the Bank. The Board of Governors of the African Development Bank (ADB) approved a Seventh General Capital Increase (GCI-VII), resulting in a more than doubling of the capital of the ADB, from US \$96 billion to US \$205 billion. In the same year, the donor countries of the African Development Fund (ADF) approved a Fifteenth Replenishment of the ADF amounting to approximately US \$7.8 billion, representing a 32% increase over the previous replenishment.

These expressions of confidence in the African Development Bank Group come with increased expectations of operational excellence in the execution of the five operational priorities of the Bank Group, known as the High 5s. The Bank is pursuing such excellence via the implementation of its Development and Business Delivery Model (DBDM). The independent evaluation of the implementation of the DBDM in 2019, requested by the Governors of the Bank during the GCI-VII negotiations, has provided Management with very useful feedback for improvements and adjustments that will undoubtedly enhance operational effectiveness and efficiency. Several other independent evaluations were completed in 2019 and the recommendations from these evaluations are already being translated into time-bound monitorable management actions. For example, the evaluation of the Bank's Integrated Safeguards System has contributed to significantly strengthening the safeguards function. In addition, Management has drawn very useful lessons from the evaluation of the Bank's utilization of Public-Private Partnerships. For these reasons, the timely implementation of independent evaluation recommendations continues to be of prime importance to Management and is monitored by the Board of Directors. The percentage of completed actions related to independent evaluation recommendations increased from 58% at the end of September 2018 to 65% at the end of February 2020.

To consolidate the feedback loop and enhance learning, Management welcomes the increased participation of the Evaluator General in various Senior Management meetings, as an observer. Such participation has enabled more proactive advisory input by the Evaluator General in relevant Management deliberations, without prejudice to his independence. We expect the continuation of such participation in the future to help further strengthen the links between experience, knowledge and learning.

The impact of projects and programs supported by the African Development Bank Group depends principally on their quality. Management is implementing a multi-faceted action plan to enhance the quality of the operations. Learnings from independent evaluations will therefore continue to inform actions and decisions being made by Management in the implementation of the quality improvement agenda.



**Charles Boamah**  
Senior Vice President  
African Development Bank Group

## MESSAGE FROM THE EVALUATOR GENERAL



In my first few months as Evaluator General of the African Development Bank, I am very proud to present to you Independent Development Evaluation's Annual Report for 2019. Despite our strong performance in the previous year, we nonetheless started 2019 on an uneven footing, facing the challenge of having an incomplete management team while responding to an increased demand for our work. I am very glad to report that we courageously addressed the challenges and grew stronger as a department over the year.

2019 was a year of helping the Bank and its [Regional Member Countries](#) (RMCs) to transform experience into knowledge and learning through independent evaluations, and supporting them to achieve their development goals through the lens of the AfDB's High 5 Priorities, the 2030 Agenda for Sustainable Development, and the African Union Agenda 2063.

IDEV delivered 13 evaluation products, conducting and facilitating evaluations, knowledge-sharing events, and capacity development activities in more than 26 countries in Africa. IDEV's position of influence and importance within the Bank was strengthened through several influential and impactful evaluations, notably of the [Middle-Income Countries Technical Assistance Fund](#) (MIC-TAF) and the implementation of the Bank's [Development and Business Delivery Model](#), which informed high-level discussions by the Bank's Boards of Directors and Governors. The attention our work gained was reflected in a significant increase in the number of visitors to our website and the volume of documents downloaded.

Furthermore, IDEV supported the continuous improvement of the Bank's development effectiveness by examining the quality and performance of processes and systems across the Bank, including its [Integrated Safeguards Systems](#), its use of the [Public-Private Partnership Mechanism](#), and its [Self-Evaluation Systems and Processes](#).

As our influence grew in 2019, we continued our work as a provider of evaluative knowledge, making sure we understand what works, what does not and what can be improved to help the Bank and other development institutions improve their results – and ultimately people's lives. Our knowledge and evaluative products, including webinars, evaluation reports and magazines have been downloaded from our website more than 16,000 times. We hosted three regional workshops on the Bank's use of Program-Based Operations (budget support) in Pretoria, Nairobi, and Abidjan, in collaboration with the Bank's Governance and Public Financial Management Coordination Office. We also co-hosted with the Private Sector, Infrastructure and Industrialization Complex a knowledge-sharing event to discuss ways to boost private sector involvement in Africa's development.

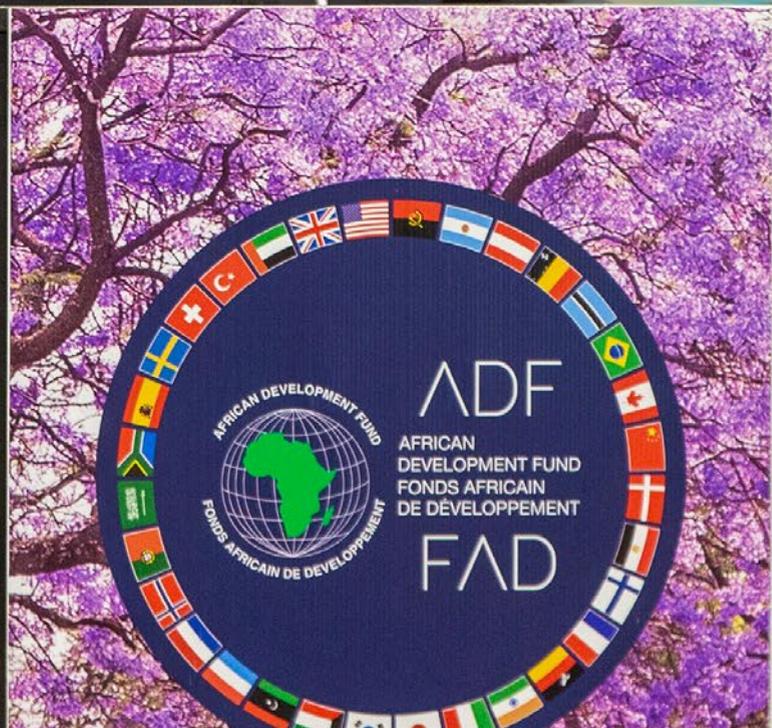
IDEV also continued to foster the development of evaluation capacity and the promotion of an evaluation culture, both in the Bank (through a series of trainings and webinars) and in African countries, among others by hosting the Annual General Meeting of the [African Parliamentarians' Network on Development Evaluation](#) (APNODE) and by supporting South-South peer learning by African governments.

I am pleased to report that this year we also grew in size, welcoming a number of talented and dedicated new team members. We now have a full management team on board. On a personal note, I also joined this year, returning to work on the development challenges of a region I have come to appreciate and love – Africa. I am very appreciative of how I have been welcomed by my new colleagues, who have helped make the transition a smooth one, allowing for us to deliver on our mandate without interruption. In 2019, our engagement with the Board of Directors, the Committee on Operations and Development Effectiveness (CODE) and Management was strengthened. I would like to thank them for their guidance and look forward to discussing how we can best maximize the contribution evaluation can make to help improve development results.

I would also like to thank the IDEV team for their tireless work and professional excellence. In particular, I would like to thank Karen Rot-Münstermann who was Acting Evaluator General, and the acting division managers Foday Turay and Madhusoodhanan Mampuzhasseril, who kept IDEV on a steady course and allowed us to get where we are today. I would also like to welcome Rufael Fassil, who joined our management team in December.

Going forward, I believe it is essential to work with the Board and Bank Management to create a culture of results measurement that feeds back into decision-making and helps drive the AfDB's and the continent's transformation: ultimately what gets measured – and reported on – gets done. Helping the institution to learn from experience is the first step. In 2020 we look forward to helping it turn that knowledge into action.

**Roland Michelitsch**  
Evaluator General  
African Development Bank Group



# INTRODUCTION

2019 was both challenging and exciting for the African Development Bank Group (“the Bank”) and its Independent Development Evaluation function (IDEV). In a year characterized by strong international attention for issues of global concern such as climate change, environmental degradation, economic imbalances and inequality, and insecurity and fragility, AfDB shareholders deliberated on how the institution could best continue to serve its clients, responding to their needs and achieving greater development outcomes for inclusive and green growth in Africa. They agreed that the African Development Bank and African Development Fund needed to be endowed with additional resources, while implementing a program of policy reforms and strengthening the institution’s capacity to deliver quality results.

As a result, a landmark 7<sup>th</sup> General Capital Increase (GCI-7) was approved in the amount of USD 109 billion for the African Development Bank, and USD 7.8 billion for the 15<sup>th</sup> replenishment of the African Development Fund (ADF-15). GCI-7 and ADF-15 will help to accelerate the delivery of the Bank’s [Ten-Year Strategy](#) and its [High 5](#) priority areas as well as contribute to furthering the United Nations Sustainable Development Goals and the African Union’s Agenda 2063 for the benefit of the Bank’s [Regional Member Countries](#) (RMCs). The significant increase in resources will augment the Bank’s capacities to better support its most vulnerable RMCs by addressing the root causes of fragility, strengthening resilience, and mainstreaming cross-cutting issues like gender, climate change, governance, private sector development, and decent job creation. Bank Management committed to a large number of measures (35 for the GCI and more than 90 for the ADF) intended to strengthen institutional capacity, efficiency, effectiveness, accountability and managing for development results as well as the Bank’s contribution to the High 5s, country capacity and cross-cutting issues.

In this context, IDEV focused on further strengthening the contribution of evaluation to development effectiveness. It **informed and influenced high level discussions**, such as those on GCI-7 and ADF-15, through the [independent evaluation of the Bank’s implementation of its Development and Business Delivery Model](#) (DBDM), presented at the 2019 Annual Meetings. IDEV also **introduced new products**, which included the [Completion Report validations of the West Africa Regional Integration Strategy Paper \(RISP\) for 2011–2015/17](#) and the [South Africa Country Strategy Paper \(CSP\) for 2013–2017](#). To **support the continuous improvement** of the Bank’s strategic and project work streams, IDEV validated and synthesized the Bank’s Project Completion Reports ([2016](#) and [2017](#)) and delivered evaluations of the Bank’s [Integrated Safeguards System](#), its utilization of the [Public-Private Partnership Mechanism](#), and the Bank’s [Self-Evaluation Systems and Processes](#). As part of its mandate to build an evaluation culture in the Bank and its RMCs, IDEV organized a series of activities to **promote a culture of knowledge sharing and learning** and to **strengthen the evaluation capacity of stakeholders**. It also continued to **develop strategic partnerships** on the continent and beyond.

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This IDEV Annual Report highlights the achievements realized by the Bank's evaluation function in 2019. The theme, "From Experience to Knowledge and Learning," reflects on the process of transforming experience into knowledge and subsequently applying that knowledge in improving the Bank's operational and institutional effectiveness. Examples of this application can be drawn from IDEV's evaluations of quality assurance across the Bank's project cycle that resulted in a new quality assurance framework being drawn up for the Bank, from the evaluation of the Middle Income Countries Technical Assistance Fund (MIC-TAF) that inspired the revision of the MIC-TAF Guidelines, and from the evaluation on the Bank's Integrated Safeguards System that led to a comprehensive action plan to improve the implementation of environmental and social safeguards. IDEV evaluations were influential in the high-level discussions on GCI-7 and ADF-15 and contributed in an important manner to the implementation of development agendas for transformation in Africa.

While IDEV's achievements were noteworthy, it also faced challenges in 2019. For most of the year, it operated with an incomplete management team. There was a substantial "overhang" of ongoing evaluations from 2018 due to the need for further work and evaluations having been added to the Work Program. Some evaluations had to be delivered to high-level decision-makers under great time pressure to inform their discussions. This all put considerable stress on the team. However, the arrival of the new Evaluator-General with a vision for strengthening and improving the evaluation function, and the completion of the management team, place IDEV on a solid footing



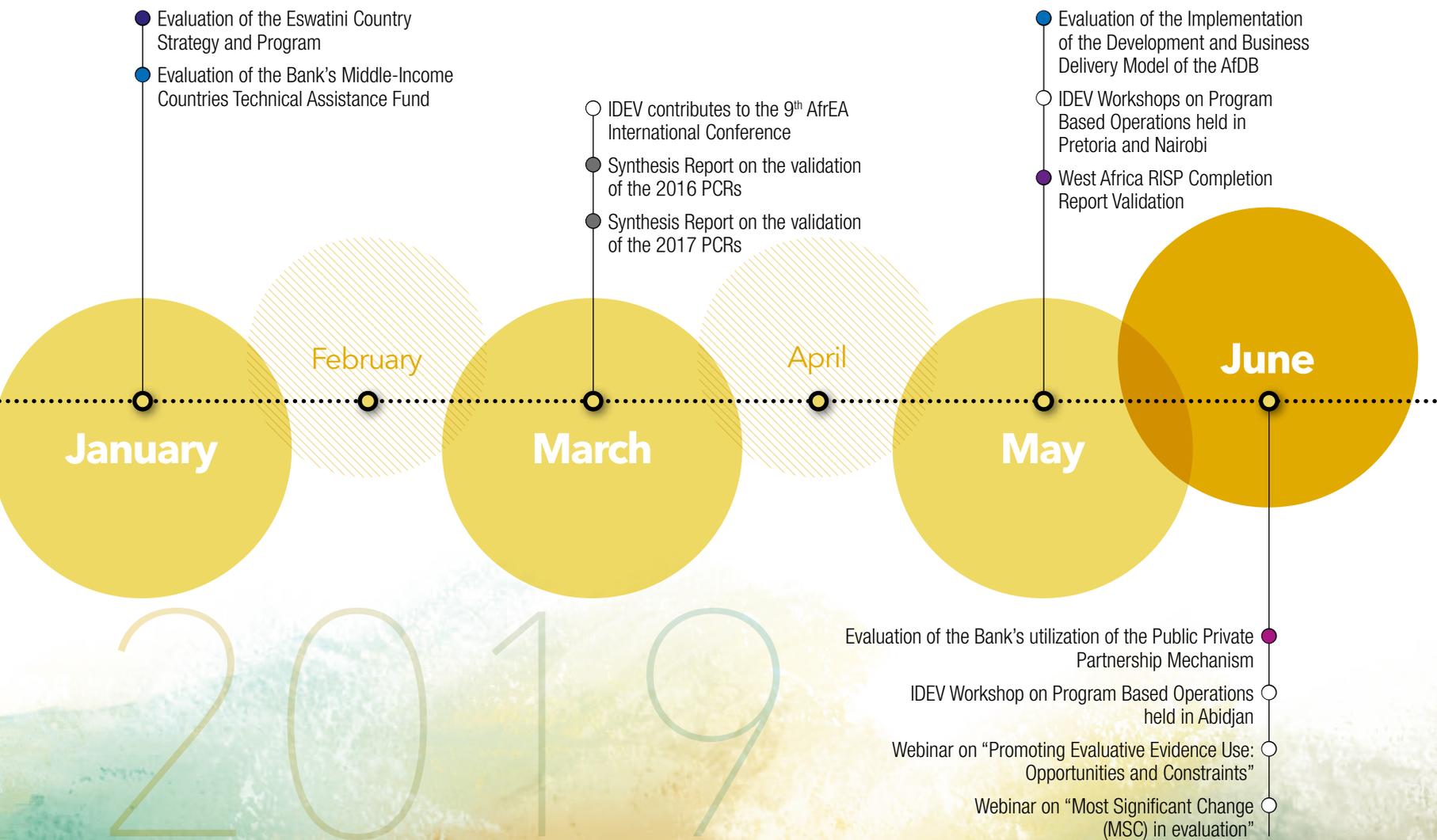
for 2020. In 2020, IDEV intends to enhance engagement with stakeholders within and outside the Bank to promote the utility and implementation of evaluation lessons and recommendations. The internal engagement will serve to further foster the "One Bank" approach in IDEV's work and enrich it with the perspectives of diverse stakeholders. Implementing the vision is thus expected to contribute to promoting a sustainable and innovative evaluation culture at all levels of the Bank that guides the Bank's interactions with its public and private sector borrowers, development partners, and external stakeholders.

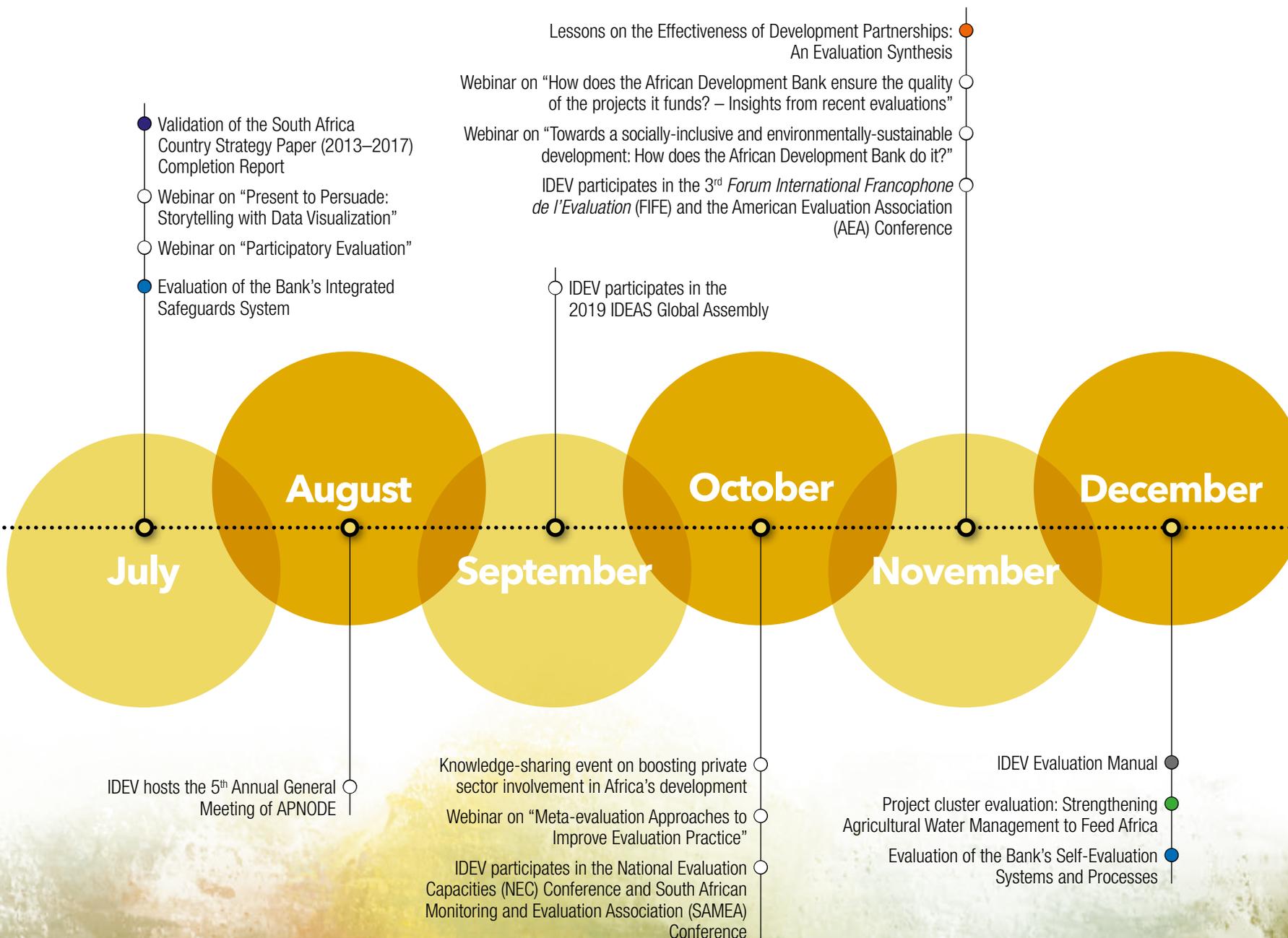
## 2019 HIGHLIGHTS

IDEV conducted and facilitated evaluations, knowledge sharing events, and capacity development activities in more than 26 countries in Africa. IDEV's work not only contributed to strengthening the efforts of the Bank but also contributed to those of the whole evaluation community, including governments and parliamentarians, by providing an opportunity to learn from experience and to plan and deliver development results to the highest possible standards.



IDEV 2019 TIMELINE





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## ROUND UP OF IDEV KNOWLEDGE OUTREACH AND DISSEMINATION



<sup>1</sup> The MARS contains all independent evaluations for which a Management Response has been prepared, the evaluation recommendations that Management has agreed or partially agreed with, and the actions that Management has committed to in response to those recommendations. See Annex 5.

<sup>2</sup> The EVRD contains the findings, ratings, lessons and recommendations from all evaluations across the Bank, both self-assessments prepared by Bank Management and independent evaluations prepared by IDEV.

<sup>3</sup> Total number of pages viewed. Repeated views of a single page counted.

## EVALUATION PRODUCTS DELIVERED

15



## 2 Validation Synthesis Reports

of Project Completion Reports for 2016 and for 2017



## 1 Project Cluster Evaluation

of Agricultural Water Management



## 1 Country Strategy and Program Evaluation

of the Kingdom of Eswatini



## 2 Country and Regional Completion Report Validation Notes

of the Completion Reports of the South Africa Country Strategy Paper and the Regional Integration Strategy Paper for West Africa



## 1 Thematic Evaluation

of the Bank's utilization of the Public Private Partnership Mechanism



## 4 Corporate Evaluations

of the Bank's Middle-Income Countries Technical Assistance Fund, the implementation of the Bank's Development and Business Delivery Model, its Self-Evaluation Systems and Processes and its Integrated Safeguards System



## 1 Evaluation Synthesis

of Development Partnerships



## 1 Evaluation Manual



# EVALUATIVE KNOWLEDGE INSIGHTS

In 2019, IDEV helped the Bank to transform its experience into knowledge and learning by delivering evaluations that informed high-level discussions and decisions. It also introduced new evaluation products that responded to the Board's and Management's expressed knowledge needs, and its evaluations contributed to continuous improvement by the Bank of its systems, processes and mechanisms for delivering on its mandate.

## INFORMING AND INFLUENCING HIGH-LEVEL DISCUSSIONS

In 2018, the governing bodies of the Bank Group requested two independent evaluations to inform their decision-making: (i) at the same time as authorizing the Governors' Consultative Committee to launch the discussions regarding a GCI, the Board of Governors requested a review of the reforms to increase the Bank Group's capacity to deliver on its objectives, and (ii) the Board of Directors made the release of UA 5 million from the net income of the Bank to the MIC-TAF conditional upon the presentation of an evaluation of the MIC-TAF. Both of these evaluations were delivered in 2019 and informed the Boards' discussions and decisions.

### Evaluation of the implementation of the Bank's Development and Business Delivery Model

In 2016, the Bank redesigned its operational model, organizational structure and pricing framework (together called the Development and Business Delivery Model, or DBDM). The primary purpose of [the evaluation](#), which was undertaken by an external firm with facilitation, guidance and quality assurance by IDEV, was to take stock of and assess the implementation of the DBDM,

to inform discussions in the context of the replenishment process for the ADF and the GCI of the Bank. The report notes that implemented reforms such as accelerated disbursement and decentralization have already resulted in positive change, but that there is considerable potential for further benefits if the full reform package is well implemented. The report was discussed by the Governors' Consultative Committee during the 2019 Annual Meetings, and key actions suggested in the report were part of the Bank's commitments undertaken as part of the GCI-7 and ADF-15 replenishment.

### Evaluation of the Middle-Income Countries Technical Assistance Fund

To improve the effectiveness of its development support to African Middle-Income Countries (MICs), the AfDB set up the MIC-TAF in 2002. It was intended to enhance the volume, quality, competitiveness and development effectiveness of the Bank's operations in MICs. In 2018, IDEV launched an [evaluation of the MIC-TAF](#) to examine the extent to which the Fund had achieved its original goal of delivering development results in beneficiary

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countries during the period of the Fund's existence (2002 to 2018). The evaluation concluded that the MIC-TAF is an effective tool for the Bank, and its continued operations have the potential to increase the Bank's development effectiveness in the MICs. It did however make several recommendations for improvement, both at the strategic and the operational level (see [Annex 2](#)). The Board of

Directors was satisfied with the evaluation and released the conditional sum from the net income allocation. The evaluation's recommendations have been integrated into the new guidelines for the administration and utilization of the MIC-TAF, which will play a key role in determining how the MIC-TAF operates in future.

## NEW PRODUCTS

To help the Bank draw greater learning from its strategic and operational experience, IDEV piloted a new product, namely a completion report validation, which independently reviews and validates the quality and substance of a self-assessment (completion report) prepared by Bank Management. Two such validations were undertaken in 2019, one for a country strategy and one for a regional strategy.

### West Africa Regional Integration Strategy Paper completion report validation

[This validation](#) was undertaken to inform the design of the pillars of the new West Africa RISP for 2019–2025, and to add to IDEV's understanding of how to design and implement this new product to best serve its purposes. In general, the validation found insufficient evidence to support the completion report's conclusions that implementation of the RISP has been successful and that the achievement of results was satisfactory. Though this was not a fully-fledged evaluation, it contributed to improving the quality of the West Africa RISP completion report and provided an opportunity for learning. In this particular case, the fact that the completion report was being finalized while the validation took place was opportune. It allowed the RISP team to revise their completion report, provide more evidence as well as take into consideration some insights from the validation.

### South Africa Country Strategy Paper completion report validation

This [Validation Note of the Country Strategy Paper Completion Report for South Africa](#) was the first of its type for IDEV. The purpose of the Validation Note was to provide an independent review and validation of the AfDB's self-assessment of its country program performance, using the Combined Country Strategy Paper 2013–2017 Completion Report and 2017 Country Portfolio Performance Review for South Africa. IDEV's assessment of the overall performance was lower than that in the completion report, mainly because of the slow progress of implementation achieved in areas other than the energy sector, and the portfolio's limited contribution to key crosscutting issues (such as HIV/AIDS, gender inequality, and addressing the causes of violent crime). The value-added of this new IDEV product is that it provides the AfDB Board of Directors and the Country Team with a quick, independent assessment of the CSP, rather than the long-term learning provided by a full CSP evaluation. A second pilot Validation Note of a Country Strategy Paper Completion Report is planned for the Comoros to firm up the methodology and adapt it to the new CSP format that the Bank has adopted.

## CONTINUOUS IMPROVEMENT

By examining the quality and performance of various products, systems, mechanisms and processes across the Bank, IDEV helped to identify their strengths and shortcomings – knowledge that the Bank can use in its ongoing quest to enhance its development effectiveness.

### Project Completion Report Validation Syntheses (2016–2017)

The 2016 and 2017 Project Completion Report (PCR) validation syntheses provide the Bank's Board, Management, and operational staff with credible evidence on the quality of the PCRs, and the performance of Bank projects that exited the Bank's portfolio in [2016](#) and [2017](#). They also provide lessons and recommendations to Management and operational staff to better design, implement, and monitor projects. The two syntheses cover a total of 137 PCRs – 49 from 2016 and 88 from 2017. The 2016–2017 PCR quality is satisfactory for 73% of the 137 PCRs, which is about the same level of quality as a comparable earlier PCR cohort at 72%. Although this score seems high, there is considerable scope for improvement. IDEV recommended that Bank Management should undertake three inter-related actions: (i) improve the quality of project preparation and design; (ii) strengthen project supervision/implementation support; and (iii) continue and intensify efforts to improve the quality of project completion reporting. Under the umbrella of the Learning from Evaluations initiative, IDEV is planning two activities together with the relevant Bank departments, one focused on improving the quality of PCRs and the other on drawing operational lessons from PCRs.

### Evaluation of the Bank's Integrated Safeguards System

To ensure that its projects do not have negative impacts on people or the environment, the AfDB adopted an Integrated Safeguards System (ISS) in December 2013 to promote growth that is socially inclusive and environmentally sustainable. IDEV's [evaluation of the effectiveness of the Bank's ISS](#) assessed the relevance and robustness of its design; the efficiency of the system, process,

resourcing and incentives in place; and its emerging effectiveness in achieving the Bank's safeguards objectives. The evaluation made several recommendations to the Bank's Management such as adequately resourcing the safeguards function, providing guidance to improve the efficiency of environmental and social safeguards, and providing capacity building both at the Bank and at the RMC level. Following the presentation of the evaluation, the Bank's safeguards department prepared an Action Plan to implement the evaluation recommendations with a view to strengthening the environmental and social safeguards function at the Bank. IDEV provided advisory support to the Action Plan to improve its evaluability and the implementation of the recommendations from its evaluation.

### Evaluation of the Bank's utilization of the Public-Private Partnership Mechanism

Given the emphasis placed on Public-Private Partnerships (PPPs) as a means of closing the continent's infrastructure gap and promoting social and economic development, IDEV conducted an [evaluation of the Bank's utilization of its Public-Private Partnership mechanism](#) over the period 2006–2017. The evaluation found that the Bank has neither an overarching and formal strategy, nor operational guidelines and directives for PPPs. Though the Bank has generally addressed PPPs within its corporate and sectoral strategies and country strategy papers, it does not have a central PPP unit. Instead, it employs a decentralized PPP matrix approach. This means that several units within the Bank handle PPP activities, with occasional overlaps, and without the necessary coordination and institutional learning. The evaluation made several recommendations to address the key issues and challenges that have hampered the Bank's ability to work in a more effective, strategic, and coordinated manner in delivering PPPs. As a result, the Bank is actively pursuing the necessary reforms and actions to address these issues, to enable it to assume a leadership role in a context of increased demand for more innovation in structuring finance for infrastructure development in RMCs.

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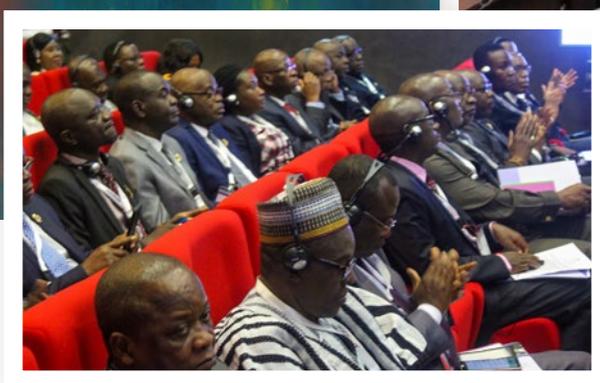
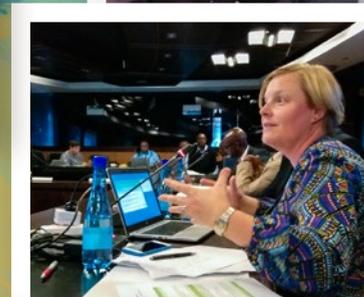
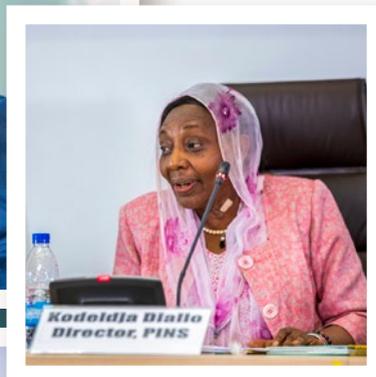
## Evaluation of the Bank's Self-evaluation Systems and Processes

The AfDB has both [independent evaluation and Self-evaluation Systems and Processes](#) (SESP), which are mutually dependent. These systems and processes help the Bank to assess the quality and performance of its portfolio, account for its investment effort, meet reporting requirements, learn from operational experiences, improve its performance, and make progress towards better demonstration of results. As part of its 2016–2018 Work Program, IDEV evaluated the Bank's SESP to complement and complete its earlier work on quality assurance across the Bank's project cycle. The evaluation recommended<sup>4</sup> that the Bank: (i) review the AfDB's results measurement framework and evaluation frameworks across the project cycle; (ii) review the ratings methodology of PCRs and Extended Supervision Reports; (iii) enhance the accountability for SESP products; (iv) review the staffing levels for quality assurance and monitoring and evaluation (M&E) of both sovereign and non-sovereign operations; (v) enhance compliance with corporate self-evaluation reporting requirements; and (vi) enhance learning through SESP. Implementing these recommendations is expected to improve the Bank's SESP.

## Evaluation Manual

One of the shortcomings identified in the 2018 Independent Peer Review of IDEV (see the [2018 IDEV Annual Report](#)) was the absence of an updated evaluation manual to ensure consistency of evaluation processes and enhanced evaluation methods, to increase impartiality (objectivity in design and process), transparency, and credibility in IDEV's work. In response, IDEV developed an Evaluation Manual which contains the core principles and methodology that it uses to conduct its evaluations. The Manual has been developed based on the principles set out in the Bank's Independent Evaluation Policy, building on international evaluation standards and good practice. It incorporates new international evaluative trends and draws from IDEV's experience in implementing its evaluations. The Manual adopts rigorous methodological approaches, for example by promoting better impact assessment techniques and by designing and using theories of change that lead to new lines of inquiry and evaluative thinking. The Manual also contains the core methodology for conducting different types of evaluation, quality assurance, knowledge management, dissemination and capacity building. The Manual will act as a guide to staff and consultants engaged in evaluation work at IDEV to address inter-evaluator variability and as a reference document for operational project management staff.

<sup>4</sup> The report has not been presented to CODE yet. The recommendations will only be final following CODE's endorsement.





# BUILDING AN EVALUATION CULTURE

**D**uring 2019, IDEV also contributed to transforming experience into knowledge through its mandate to build an evaluation culture in the Bank and in RMCs. IDEV's knowledge management (KM) and evaluation capacity development (ECD) portfolios witnessed a significant increase in activities aimed at enhancing learning from results and nurturing a culture of knowledge sharing and learning, strengthening the evaluation capacity of stakeholders, and developing strategic partnerships.

## PROMOTING A CULTURE OF KNOWLEDGE SHARING AND LEARNING

2019 witnessed greater proactive engagement by IDEV in knowledge-sharing and learning activities – both internally and externally.

IDEV organized 7 webinars, which together attracted over 280 participants from within the Bank as well as across Africa and beyond (see [Annex 3](#)). IDEV colleagues participated in and presented at numerous regional and global events, including but not limited to the 9<sup>th</sup> African Evaluation Association (AfrEA) Conference, International Development Evaluation Association (IDEAS) Global Assembly, American Evaluation Association Annual Meeting, UNDP National Evaluation Capacities (NEC) Conference, South African Monitoring and Evaluation Association (SAMEA) Conference, *Forum International Francophone de l'Évaluation* (FIFE), etc. Relatedly, IDEV's contribution to the 2019 gLOCAL Evaluation Week initiative -it organized two webinars and a workshop- also promoted knowledge-sharing and sensitized others on IDEV's work.

Internally, in furthering the culture of knowledge sharing and learning, IDEV collaborated with other Bank units in organizing the following events throughout 2019:

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## Optimizing the Bank's Program Based Operations as a Package of Support

In May and June 2019, AfDB staff members discussed the Bank's Program Based Operations (PBOs) in a series of workshops organized jointly by IDEV and the Bank's Governance and Public Financial Management Coordination Office in Pretoria, Nairobi and Abidjan. The workshops aimed to sensitize staff on PBOs, the application of the Bank's PBO Policy, best practices in designing and implementing PBOs, and to share lessons from IDEV's recent [independent evaluation of AfDB PBOs](#).

## World Food Day: Healthy Diets for a #ZeroHunger World

To mark World Food Day on 16 October 2019, the Bank organized an event entitled "Healthy Diets for a #ZeroHunger World." As part of the event, IDEV participated in a panel discussion and shared key findings from two recently completed evaluations of the

[Bank's support for agricultural value chain development](#).

Both evaluations sought to provide key lessons and recommendations for the Bank's Feed Africa Strategy.

## From Learning to Action: Leveraging the Comparative Advantages of the Private Sector in Development Cooperation in Africa

In October 2019, the AfDB's Private Sector, Infrastructure and Industrialization Complex (PIVP) and IDEV co-hosted a knowledge-sharing event entitled "From Learning to Action" to discuss ways to boost private sector involvement in Africa's development. Over 80 Bank staff attended the event at the Bank's Abidjan headquarters both in person and remotely. The event was opened by Pierre Guislain, Vice President, PIVP and Roland Michelitsch, the Evaluator General. IDEV evaluators shared lessons from various evaluations across the continent to help the Bank maximize effective private sector development, and operations staff shared their views and experiences.

## STRENGTHENING THE EVALUATION CAPACITY OF STAKEHOLDERS

IDEV implemented several internal activities with the aim of bolstering Bank staff capacity and empowering them with new knowledge and fresh insights, such as the above-mentioned webinars as well as targeted trainings on Computer-Assisted Qualitative Data Analysis Software, Knowledge Management, and Managing Conflict in Evaluation. As part of its commitment to capacity development, it funded the participation of 5 Young and Emerging Evaluators in the 2019 IDEAS Global Assembly in Prague.

Through the SNES initiative, IDEV strengthened the capacity of 110 M&E experts and supervisors across key government ministries, departments, and agencies in Ethiopia and Tanzania. Working with APNODE and its strategic partners, IDEV facilitated the training of 125 African parliamentarians during the year – some parliamentarians

participated in trainings offered at the 5<sup>th</sup> Annual General Meeting (AGM) of APNODE, and other parliamentarians participated in in-country trainings offered by Center for Learning on Evaluation and Results - Anglophone Africa (CLEAR-AA). The 5<sup>th</sup> APNODE AGM held in Abidjan in August not only heralded the involvement of African regional parliaments (the ECOWAS Parliament and the Pan African Parliament) but attracted interest beyond the parliamentary spheres to include civil society groups, academia, and policy think tanks from across Africa. More importantly, IDEV's ECD work yielded local buy-in at the country level (e.g. the setting up of an APNODE National Chapter in Zambia) as well as global recognition and visibility. For example, IDEV facilitated the participation of its strategic partners in global conferences, such as APNODE being invited to the 2019 IDEAS Global Assembly, UNDP's

National Evaluation Capacities conference, and the Commonwealth Parliamentary Conference.

Elsewhere, IDEV's work with EPRADI was invigorated, yielding positive results of getting more members

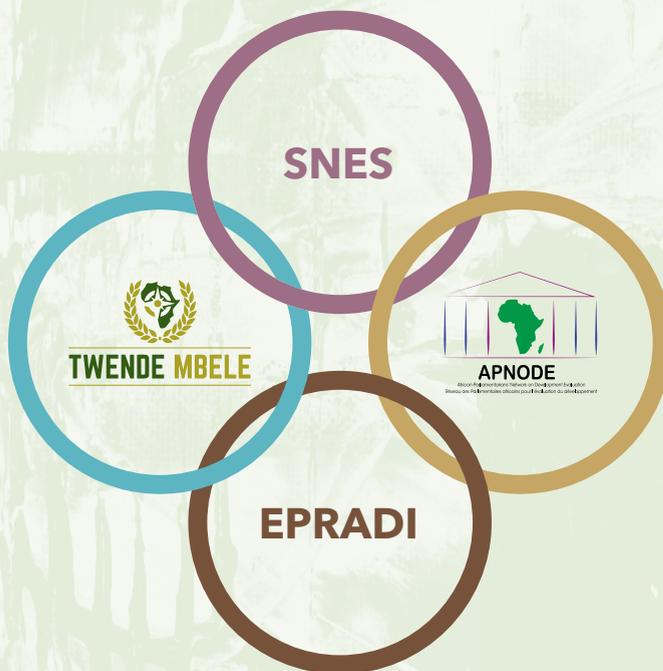
engaged. These collective efforts resulted in five members ratifying the Memorandum of Understanding and a deepened engagement manifested in the two virtual meetings and one face-to-face meeting on the fringes of the 9<sup>th</sup> AfrEA Conference in Abidjan.

**IDEV's support to Evaluation Capacity Development in RMCs in 2019 revolved around four key initiatives:**

**Strengthening National Evaluation Systems**

An initiative that was piloted in Ethiopia and Tanzania. Launched in 2014, it officially came to an end in 2019.

**Twende Mbele**  
A peer-to-peer learning and experience sharing collaborative initiative comprised of countries (i.e. Benin, Ghana, South Africa, and Uganda) and institutional partners (CLEAR-Anglophone Africa and IDEV) aimed at strengthening national monitoring and evaluation systems for greater government accountability.



**African Parliamentarians' Network on Development Evaluation**

A network aimed at developing the capacity of parliamentarians to demand and utilize evaluation to enhance decision making and policy-making for transformative development.

**Evaluation Platform for Regional African Development Institutions**

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

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## BUILDING STRATEGIC PARTNERSHIPS

From a partnerships perspective, 2019 was equally vibrant for IDEV. IDEV continued its ongoing collaboration with Twende Mbele by serving on its Management Committee. IDEV also reinforced its partnership with AfrEA, with whom IDEV jointly organized the 9<sup>th</sup> AfrEA Conference in Abidjan. IDEV's association with CLEAR was deepened with IDEV being among the 40 stakeholders invited by CLEAR to brainstorm on CLEAR's ECD Strategy for Africa. IDEV

also engaged with CLEAR-AA and regional actors to conceptualize and draft a book on "Systems of Evidence-use in African Parliaments," a resource guide which will benefit APNODE members and African parliamentarians alike. Similarly, with EvalPartners, a global partnership for evaluation capacity development, IDEV heightened its collaboration with an invitation to join its Executive Committee.



# VOICES FROM EVALUATORS

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“ The role of evaluation in the African context bears even more weight given the challenges faced. With scarcity of resources, ensuring value for money is key. Just as other evaluation products, the validation notes of the Bank’s self-assessment reports can positively influence results at project, country and regional levels through the learning potential they offer for future Bank interventions. ”

**Latefa Cone Camara**

Evaluation Officer



“ Evaluation is fundamental to inform robust project design/ development. I believe for us to develop impactful projects or programs on the African continent, it will require us to learn from evaluation findings, to inform new project designs which work. ”

**Rita Effah**

Young Professional



“ From evaluation to action, IDEV has successfully influenced the Bank’s instruments. In 2019, the MICTAF evaluation led to an additional funding of UA 5 million but also engagement with Management on a major revision of the Fund’s guidelines with potential effect on the Bank’s pipeline and its impact in MICs. ”

**Oswald Mirianaud Agbadome**

Principal Evaluation Officer



“ IDEV’s first evaluation of the Bank’s PPP interventions informed work underway to increase the institution’s effectiveness in delivering PPPs. The Bank plans to set up a specialized unit for PPP transactional advisory services, thus, increasing support for PPP project pipeline development in RMCs. ”

**Boubacar Ly**  
Evaluation Officer



“ The knowledge work of the Bank is as critical as the lending operations. Alongside PBOs, the Bank should offer policy advice based on analytical studies. The policy dialogue must be a team effort – led by a country manager supported by experts drawn from across the Bank. This understanding was echoed at all 3 learning events we held following the Evaluation of the AfDB’s PBOs. ”

**Jacqueline Nyagahima**  
Principal Knowledge Management Officer



“ In our efforts to strengthen evaluation capacities through knowledge and learning, IDEV supported CLEAR’s 2019 gLOCAL Evaluation Week – sharing insights and lessons from two evaluations (MSC & PBO). Hence, meeting two of our core objectives, learning and the promotion of an evaluation culture both in the Bank at across RMCs. ”

**Kobena Hanson**  
Principal Evaluation Capacity Development Officer



“ In capturing experiences and codifying knowledge, then sharing and applying that knowledge, the evaluation of the Integrated Safeguards System of the AfDB is one of the good examples in 2019. It provided great support to the Safeguards Department in the formulation of their action plan to improve their effectiveness. ”

**Gilbert Adjimoti**

Evaluation Consultant



“ The evaluation of *Quality Assurance across the Project Cycle of the African Development Bank Group* has reinforced the Bank's efforts to improve the quality-at-entry and implementation of its operations. The *Integrated Quality Assurance Plan* prepared in response to the evaluation holds concrete and timebound actions to enhance the Bank's development impact. ”

**Madhusoodhanan Mampuzhasseril**

Division Manager, IDEV.2

## VOICES FROM OPERATIONS AND THE BOARD



### On the MIC-TAF evaluation

“ The MIC-TAF has been fundamental in terms of providing a means to enhance country dialogue and provide a leveraging effect for the Bank. Beneficiary countries have continued to benefit from the effective results of the projects funded by MIC-TAF. The recent IDEV evaluation highlighted this quite dramatically, including on Project Development, Strategic Dialogue and Institutional Support. This emphasis has indeed enhanced further the allocation of the Fund’s resources towards impactful projects. ”

#### Yacine Fal

Deputy Director General - North Africa



### On the Eswatini Country Strategy Evaluation

“ The Bank’s support to Eswatini increased significantly between 2014 and 2019, as demonstrated by the growth in portfolio of about 90 percent. In addition, engagement and dialogue with the country deepened since the launch of the new Development and Business Delivery Model in 2017. IDEV’s evaluation recommendations, which include the need to improve portfolio quality at entry, safeguard development benefits, and enhance policy dialogue and knowledge management, were very useful in informing the design of the new Country Strategy Paper covering the period 2020–2024. Implementation of the recommendations will further contribute towards the development effectiveness of the Bank’s interventions in Eswatini. ”

#### Josephine Ngure

Ag. Director General - Southern Africa



### On the PPP Evaluation

“ The evaluation by IDEV on the Bank’s use of the Public Private Partnership mechanism came at an opportune time as the Bank is contemplating scaling up its support for PPPs in its Regional Member Countries due to an increase in demand for the use of PPPs as a good way to crowd in more private sector investments and to close the financing gap in infrastructure.

The outcomes and recommendations from the evaluation have therefore provided us with very good and useful knowledge by pointing to a key policy gap and a lack of a unified Bank wide PPP framework, to guide the Bank’s PPP interventions and supports to RMCs.

As a result, the Bank is currently developing its PPP Operational Framework to enable us to become a lead development institution in this area in Africa therefore it’s right to say that the IDEV evaluation has been influential in triggering an important policy change in the Bank. ”

#### **Mike Salawou**

Division Manager - Infrastructure, Cities And Urban Development Department



### On the ISS evaluation

“ The safeguard system underpinning the AfDB is built on knowledge gained from deep institutional experience synthesized in the ISS evaluation – an indispensable pillar of the Bank. ”

#### **J. Steven Dowd**

Executive Director - Representing the United States of America



## CHALLENGES FACED IN 2019

**I**n delivering the 2019 Work Program, IDEV faced several challenges that included a heavy workload and human resource constraints, such as vacant management positions. The new Evaluator-General, Roland Michelitsch, assumed duty at the Bank in September 2019. Two new division managers, Madhusoodhanan Mampuzhasseril and Rufael Ebrahim Fassil, were confirmed later in the year. Some staff positions became vacant over the course of the year with the departure and/or promotion of specific colleagues.

In 2019, IDEV was also faced with evaluations dating from previous years that required further work, such as its evaluation of the Bank's support to the water sector (supported by three project cluster evaluations of urban water and sanitation, rural water and sanitation and agricultural water management), and other evaluations that were added to the Work Program due to their institutional contextual relevance. These additional evaluations included the independent evaluations of the implementation of the Bank's DBDM and the MIC-TAF. Consequently, this additional work resulted in displacing or delaying other evaluations in the 2019–2021 IDEV Work Program. It also meant that human resources were overstretched to meet the additional demands of the above-mentioned evaluations in 2019.

Additionally, there were some concerns raised in the 2019 Bank Human Resources Staff Survey, which received a Bank wide response rate of 78%, with IDEV staff participating at 85%. The survey provided IDEV staff with an opportunity to provide feedback, voicing areas of strength as well as areas for improvement to create a conducive work environment. IDEV staff identified promotion and merit, and career development as the two main areas for improvement. The discussions emanating from the survey were taken further at the IDEV Retreat held in December 2019, which developed an action plan to improve areas of concern for staff and also defined the strategic directions to guide IDEV's work.





## THE VISION AHEAD

With the arrival of the new Evaluator-General and the confirmation of the two Division Managers, IDEV ended 2019 with new strategic leadership and focus, which has set its vision on becoming the best evaluation office in the world by 2025. This vision builds upon the positive results achieved by IDEV under the revised Independent Evaluation Policy and the Independent Evaluation Strategy 2013–2017, which was extended to 2019. This new vision is also well-informed by the 2018 Independent Peer Review (IPR) of IDEV (see the [2018 IDEV Annual Report](#)). The conclusions and recommendations emanating from the IPR will assist the new Evaluator General to strengthen the independent evaluation function of the Bank within the changing institutional and development context. With a focus on transforming experience into knowledge and subsequently into action, IDEV must enhance its performance in specific areas. In 2020, the following strategic directions will guide IDEV's work:

- Focus independent evaluations on interventions aligned with commitments under ADF-15, GCI-7, the Ten-Year Strategy and the High 5s.
- Focus independent evaluations where a gap in evaluative knowledge exists.
- Increase the utility of independent evaluations, in line with recommendations by the IPR, by focusing more on incorporating knowledge from independent evaluations to inform policies, strategies, programs and processes.
- Proactively provide targeted evaluative knowledge to the Board (e.g. on policy and strategy documents presented to CODE, among others) and to policy and operations departments (e.g. by collaborating with Management on developing or improving selected Theories of Change and Results Frameworks for projects, policies and strategies, among others).

IDEV particularly intends to foster engagement with various internal and external stakeholders with a view to increasing the utility and use of its evaluations.

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## STRONGER ENGAGEMENT WITH BANK MANAGEMENT AND STAKEHOLDERS THROUGHOUT THE EVALUATION CYCLE

Learning from evaluation is a challenge in any institution, and the AfDB is no exception. Despite delivery of evaluations by IDEV to the Board and systematic Bank Management Responses, evaluation results (findings, lessons and recommendations) are being insufficiently used in Bank operational practices and policy processes in different Bank units and project implementation units in RMCs. This has been confirmed by the Management Action Record System (MARS) and the evaluations on the [Quality at Entry](#) and [Quality of Supervision and Exit](#) of Bank Group operations. The IPR recommended that IDEV strengthen its consultation with and outreach to Bank Management on its evaluation Work Program to raise awareness, and that it works with Management to improve participation in evaluation reference groups. IDEV took these recommendations to heart and has strengthened its engagement with Bank operations departments and Senior Management (see the [2018 IDEV Annual Report](#)

and [Annex 4](#)), but it recognizes that more can and should be done.

In our efforts to create an environment that promotes learning from evaluations, in 2020, IDEV intends to strengthen engagement and consultation with Management and other identified stakeholders from the very conception of each evaluation and throughout the evaluation cycle. The relevant department and its Vice-President will be consulted at the outset on the first concept note, and engagement will continue with the evaluation reference group on the Approach Paper, Inception Report, emerging findings and technical report, and draft summary report with draft recommendations. Validation workshops, joint dissemination, and other activities will be undertaken together with the relevant Bank departments for greater reach and buy-in.

## INCREASING THE UTILITY AND USE OF EVALUATIONS

Strengthening our engagement with the various stakeholders is expected to increase the utility and use of evaluations. The IPR found the utility of IDEV's evaluations, and specifically the use of evaluations by Bank Management, to be less than satisfactory. IDEV acknowledges that this is a point for further improvement and believes that measures such as preparing stakeholder mappings and knowledge needs assessments, and developing strategies for meeting those knowledge needs, will help to ensure that evaluations respond to the

questions that stakeholders want to see answered, and thereby improve uptake of evaluation findings, lessons and recommendations. These efforts will also ensure our evaluations are relevant, timely and credible. Furthermore, IDEV intends in 2020 to elaborate a "Learning from Evaluations" initiative, collaborating with relevant Bank departments to share the right knowledge with the right people at the right time. The series of workshops on the Bank's PBOs mentioned above are an example of this.

## IMPLEMENTING AND IMPROVING THE RESULTS FRAMEWORK

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IDEV's 2018 quality assurance evaluations and recent Project Completion Report validation syntheses informed the Bank's 2019 Integrated Quality Assurance Plan (IQAP) for improving the quality of Bank operations. Part of the IQAP's actions concern implementing and improving the results framework throughout the project cycle. The IQAP's actions include the recently launched Operations Academy, a self-paced online training for Bank staff. IDEV will be collaborating with the colleagues from the Quality Assurance Division by contributing to several modules of the Operations Academy's module and providing suggestions on improving the results framework through all phases of the project cycle (from project identification to project completion).

Furthermore, under the One Bank principle, IDEV will work with Management to strengthen the alignment of the public and private sector results frameworks. Such harmonization of the public-private sector results framework will facilitate monitoring, evaluating and reporting the Bank's development results at the project, program, sector, High 5s and corporate levels, thus contributing to improving the Bank's accountability for results. Through engagement with other units of the Bank, IDEV can organize workshops or webinars centered on better aligning the results frameworks for public and private sector operations and sharing evidence-based learning to enhance the capacities of Bank Management and staff in this realm.

# GRATITUDE TO STAKEHOLDERS, PARTNERS AND STAFF

**“If you want to go quickly,  
go alone. If you want  
to go far, go together.”**

- African proverb

To have successfully implemented our work program in 2019, it required the support and collaboration of many people and organizations that we wish to thank for helping us in carrying out evaluations, sharing knowledge, facilitating learning, strengthening evaluation capacities and promoting the evaluation culture in Africa.



# COMINGS AND GOINGS

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## COMINGS

**Agnes Mpho Rasupu** – Intern

**Eustace Uzor** – Evaluation Officer

**Latefa Cone Camara** – Evaluation Officer

**Marc Ghislain Bappa Se** – Junior Consultant, Knowledge Management and Communications

**Olive Bonga** – Communications Consultant

**Parfait Yao Kouassi** – Team Assistant

**Rita Effah** – Young Professional

**Roland Michelitsch** – New Evaluator General, coming from the Inter-American Development Bank Group

**Rufael Ebrahim Fassil** – New IDEV.1 Division Manager, joining IDEV from UNDP Zimbabwe

**Sonia Piotie** – Consultant, APNODE Secretariat

**Tomas Zak** – Junior Consultant, Knowledge Management and Communications

**Venceslas Kouame Yamoi Kouakou** – Consultant

## GOINGS

**Brenda Tautsagae** – Consultant

**Carla Felix Silva** – Consultant

**Daniel Alonso Valckx** – Evaluation Officer, joined the UNDP Evaluation Office

**Grace Gabala** – Communications consultant

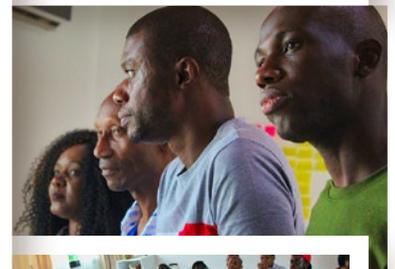
**Innocent Bledou** – Consultant

**Mohamed Coulibaly** – Consultant, became Principal Country Programme Officer, Cameroon Country Office, AfDB

**Monica Lomena-Gelis** – Principal Evaluation Officer, joined the evaluation office of International Fund for Agricultural Development (IFAD)

**Nagnouma Kone** – Consultant, APNODE Secretariat

**Robert Afuh Tayimlong** – Young Professional, rotated to the Climate Change and Green Growth Department





## **ANNEXES**

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# 42 Annex 1: IDEV Work Program 2019-2021

## Evaluations from Previous Work Program Periods Ongoing at End 2019

Type of evaluation	Status at 31 Dec. 2019
<b>Project cluster</b>	
Access to Finance in Africa	Finalization of summary report
Mainstreaming Green Growth	Data collection + Drafting of technical report
<b>Impact</b>	
Impact Evaluation Irrigation in Malawi	Drafting of technical report
Impact Evaluation Transport (Road Project in Ghana)	Peer review of technical report
<b>Country and Regional Integration Strategy and Program</b>	
Egypt CSPE	Finalization of the summary report
Mali CSPE	Data collection + Preparation of background reports
<b>Sector and Thematic</b>	
Access to Finance	Finalization of summary report
Energy Sector Evaluation (update)	Finalization of summary report
<b>Corporate</b>	
Bank's Fragility Strategy	Finalization of summary report
Mainstreaming Green Growth into Bank's Strategies and Operations	Data collection + Drafting of technical report

## Evaluations from the 2019-2021 Work Program Starting in 2019

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Type of evaluation	Status at 31 Dec. 2019
<b>Validation</b>	
2018 Project completion reporting (PCR & XSR) validation	Ongoing
Annual validation synthesis report	Ongoing
<b>Project Cluster</b>	
Transport	Ongoing
<b>Impact</b>	
Energy	Ongoing
<b>Country and Regional Integration Strategy and Program</b>	
Mauritania, Djibouti, Gabon	Planned
Regional Integration Strategy for West Africa - Completion Report Validation	Completed
<b>Sector and Thematic</b>	
Bank's Partnerships (co-financing, syndication, coordination)	Ongoing
Private Sector Development Strategy	Ongoing
African Water Facility Trust Fund	Ongoing
<b>Corporate</b>	
Bank Group Policy on Portfolio Review and Restructuring (1995)	Ongoing
Civil society engagement	Ongoing
<b>Evaluation Synthesis</b>	
Update and complement the Synthesis of Gender Mainstreaming	Ongoing

## Evaluations from the 2019-2021 Work Program Starting in 2020

Type of evaluation
<b>Validation</b>
2019 Project completion reporting (PCR & XSR) validation
Annual validation synthesis report
<b>Impact</b>
Institutional Support to governance
<b>Country and Regional Integration Strategy and Program</b>
Uganda, Rwanda, Angola, Benin, Comoros
<b>Sector and Thematic</b>
Bank's Guarantee Instruments
Non-Sovereign Operations
<b>Corporate</b>
Bank's 2014 Amended Credit Policy
Bank's Result Measurement Framework (2016-2025)
<b>Evaluation Synthesis</b>
Response to Inclusive Growth

## Evaluations from the 2019–2021 Work Program Starting in 2021

45

Type of evaluation
<b>Validation</b>
2020 Project completion reporting (PCR & XSR) validation
Annual validation synthesis report
<b>Project Cluster</b>
Management of African Development Fund projects in RMCs
<b>Impact</b>
Support for Technical, Industrial, Vocational and Entrepreneurship Training Project (TIVET)
<b>Country and Regional Integration Strategy and Program</b>
São Tomé, Eswatini (+1 TBD)
<b>Sector and Thematic</b>
Bank's Strategy for Jobs for Youth in Africa (2016–2025)
Bank's support to Renewable Energy (Geothermal, Hydro, Solar, Wind, etc.)
<b>Corporate</b>
Bank Group Policy on Non-Concessional Debt Accumulation (2011)
Bank's Strategy for 2013–2022
<b>Evaluation Synthesis</b>
Support for Agriculture and Agribusiness Growth and Productivity

# 46 Annex 2: Summary of IDEV Evaluations Completed in 2019

## Validations

### 2016 Project Completion Report Validation Synthesis

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<b>What did IDEV evaluate?</b>	IDEV reviewed the Project Completion Reports (PCRs) of 49 public sector operations of the Bank completed in 2016. It produced an independent Project Completion Report Evaluation Note (PCREN) for each project and a synthesis report on the PCREN results. The main objective of the evaluation process was to draw pertinent lessons and make recommendations to improve both the management of current projects as well as the design and management of future projects.
<b>What did IDEV find?</b>	<ul style="list-style-type: none"><li>Overall performance (<b>relevance, effectiveness, efficiency and sustainability</b>) of 38 projects (77.5%) was found to be satisfactory or highly satisfactory, although PCRs tend to score project performance significantly higher than PCRENS.</li><li>Performance of the project partners was generally considered to be satisfactory, with the highest score obtained by the Bank itself.</li><li><b>PCR quality</b> was generally satisfactory, but many PCRs scored poorly on the provision of data and evidence to back up conclusions. There was no substantial difference between PCRs by region or by sector.</li></ul>
<b>What did IDEV recommend?</b>	<p>The report includes a set of fourteen recommendations, of which the five most important ones are:</p> <ul style="list-style-type: none"><li>The most urgent need is for the Bank to improve project M&amp;E in the gender dimension. It is recommended that the Bank explore designing a standard M&amp;E framework for its projects based on a single 'living' document.</li><li>In conducting the PCRENS, IDEV often found key documents missing. It is crucial that the Bank defines and enforces a core set of documents that must be made available to the independent evaluation team.</li><li>It is strongly recommended that the Bank pay more attention to ensuring the financial sustainability of project outcomes and impacts.</li><li>As the results currently being reported by the PCRs are generally unconvincing, it is recommended to undertake a major review of Cost Benefit Analysis.</li><li>Given the relatively few projects that do not require an extension, it is recommended that the Bank undertake a review of late projects to identify generic issues that could be remedied for future projects.</li></ul>
<b>What did Management respond?</b>	Management welcomed the synthesis report. It hopes that IDEV will conduct similar assessments on a regular basis, enabling it to include validated ratings in annual reporting. Nevertheless, the 2016–17 assessment is very candid and highlights areas for improvement with regard to the PCR template and guidance, among others.
<b>Task Manager</b>	<u>Foday Turay, Chief Evaluation Officer</u>

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## 2017 Project Completion Report Validation Synthesis

**What did IDEV evaluate?** IDEV conducted a review to validate the 88 self-evaluations (PCRs) prepared by the appropriate Bank operations departments in 2017. The review produced a Project Completion Report Evaluation Note (PCREN) for each PCR as well as a synthesis report on the yearly PCREN cohort. The objectives of this assignment included: (i) assessing the quality and validating the performance of each of the 88 projects covered in the PCRs; (ii) assisting AfDB Management and staff to improve the quality of the PCR system; and (iii) contributing to IDEV's Evaluation Results Database (EVRD) on project performance and PCR quality.

**What did IDEV find?** Some of the main findings are:

- | Both PCRs and the review found the **relevance** of the development objectives for the projects in the portfolio to be highly satisfactory, while the relevance of the project designs was, on average, satisfactory but weak in the results frameworks.
- | In regard to outputs, outcomes and overall **effectiveness**, on average, the PCRs rated development effectiveness as satisfactory whereas the PCRENS found it to be less than satisfactory.
- | PCRs on average rated **efficiency** as satisfactory, while the review found it to be less than satisfactory.
- | **Sustainability** of the reviewed projects was found, on average, to be satisfactory by both the PCRs and PCRENS.
- | The review found the **quality of PCRs** to be uneven. Several confused outputs and outcomes, and only 65 of the 88 PCRs showed whether they were prepared on time or not (only 2/3 were).

**What did IDEV recommend?** Some of the main recommendations concern:

- | Accuracy of project cost estimates: Appraisals should certify to the Board that the project designs and cost estimates are relevant and reliable.
- | Borrower Capacity: The project scope should be limited when capacity is weak and where there are insufficient resources for operations and maintenance.
- | Quality of supervision reports: Supervision reports should not overly focus on check boxes but should address any major problem areas or strategic issues that may be of concern and which should be referred to higher management.
- | Restructured projects: The PCR guidelines should make it clear that the outputs and outcomes from the appraisal report logical framework need to be the basis for the PCR unless there is an official revision to the project.
- | Need for greater emphasis on design and readiness, and implementation.
- | Need for PCR validation meetings.
- | Improve the Bank document management and retrieval database.

**What did Management respond?** Management welcomed the synthesis report. It hopes that IDEV will conduct similar assessments on a regular basis, enabling it to include validated ratings in annual reporting. Nevertheless, the 2016–17 assessment is very candid and highlights areas for improvement with regard to the PCR template and guidance, among others.

**Task Manager** Foday Turay, Chief Evaluation Officer

# 48

## Project Cluster Evaluations

### Strengthening Agricultural Water Management to Feed Africa

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**What did IDEV evaluate?** IDEV conducted a cluster evaluation of nine Agricultural Water Management (AWM) projects that were approved and implemented by the African Development Bank over the period 2005-2016. With a total net value of UA 150 million, these projects are located in seven countries including The Gambia, Madagascar, Mali, Nigeria, Kenya, Rwanda, and Senegal. The purpose of the evaluation was to assess and analyze the performance of the selected interventions and draw lessons that could improve the Bank's future AWM interventions within the context of the High 5s priorities, especially Feed Africa.

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**What did IDEV find?**

- | **Relevance:** AWM projects' objectives were aligned to the Bank's and national water strategies, and to the needs of intended beneficiaries. Project design, however, faced challenges mainly attributed to weak results frameworks.
- | **Effectiveness:** The projects in the cluster produced positive but moderate outcomes, typically improving access to water for domestic and farm use, but below expectations. None of the projects reached its target, and only 35% of the targeted smallholder farmers gained access to water for irrigation or livestock.
- | **Efficiency:** The project cluster reported high returns on investment but significant implementation delays from project approval to completion, which were attributed to changes in the project scope and budget, inadequate staff capacity, high staff turnover, insufficient preparedness, and procurement inefficiencies.
- | **Sustainability:** AWM project benefits were likely to be sustained, despite the weaknesses in project design, capacity building, institutional management, political environment and governance, and economic and financial viability of the achievements.

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**What lessons did IDEV draw?**

- | An integrated design framework is essential for AWM interventions to achieve the desired development results.
- | An incentive mechanism that encourages participation and partnership is as important as technical solutions in rolling out AWM interventions.
- | Prudent planning, design, and implementation that takes into account timeliness, right skills, and the right scope of activities, is critical for the success of AWM interventions.
- | A credible cost-recovery strategy and sound governance are essential to ensure accountability by the AWM service providers.
- | A robust monitoring and evaluation system is critical for supporting project development effectiveness and for capturing lessons to inform the replication and scaling-up of innovative AWM solutions.

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**Task Manager** Mabarakissa Diomandé, Senior Evaluation Officer

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## Country and Regional Strategy and Program Evaluations

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### Eswatini: Evaluation of the Bank Country Strategy and Program (2009–2018)

<b>What did IDEV evaluate?</b>	The purpose of the Country Strategy and Program Evaluation (CSPE) of Eswatini was to inform the design of the next Country Strategy Paper (CSP). The evaluation's reference period covers two strategy cycles: 2009–2013 and 2014–2018. In addition to investment projects, the evaluation assessed the Bank's analytical work, advisory services, dialogue, capacity development, and aid coordination.
<b>What did IDEV find?</b>	<ul style="list-style-type: none"> <li>■ The <b>relevance</b> of AfDB activities in Eswatini is rated as satisfactory. Interventions are relevant to the needs, development challenges and priorities of the country.</li> <li>■ The <b>effectiveness</b> of the first CSP cycle (2009–2013) is assessed unsatisfactory. The actual Bank portfolio in this cycle was only characterized by technical assistance and analytical work. No investment project was implemented, and some operations were even dropped. The effectiveness of the second program cycle (2014–2018) is not rated by the evaluation, as all of the major investment projects were still being implemented at the time of the evaluation, and their outputs and outcomes were not yet realized. However, projects were being implemented and had partially delivered, or appeared to be likely to deliver, most expected outputs.</li> <li>■ The <b>efficiency</b> of AfDB action in Eswatini is rated unsatisfactory. The interventions suffer from implementation delays.</li> <li>■ <b>Sustainability</b> is also assessed as unsatisfactory. The ongoing infrastructure-related operations are considered technically and institutionally sound. However, these operations tend not to deal with the softer aspects of development, i.e. operation and maintenance, institutional strengthening, marketing, sector policy etc., which are key to sustainability.</li> </ul>
<b>What did IDEV recommend?</b>	<ul style="list-style-type: none"> <li>■ Enhance selectivity and portfolio design.</li> <li>■ Improve quality at entry.</li> <li>■ Strengthen the focus on managing for development results.</li> <li>■ Safeguard development benefits.</li> <li>■ Enhance policy dialogue and knowledge management.</li> </ul>
<b>What did Management respond?</b>	Management found that the evaluation provides invaluable lessons and findings that will be useful in informing the design, implementation and management of the Bank's new CSP (2019–23) for Eswatini. In general, Management agrees with the findings of this report and notes the progressive improvements and flexibility in implementing Bank programs in Eswatini.
<b>Task Manager</b>	<b><u>Girma Earo Kumbi, Principal Evaluation Officer</u></b>

## South Africa Country Strategy Paper 2013-2017 Completion Report Validation

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**What did IDEV evaluate?** IDEV conducted this pilot Country Strategy Paper Completion Report Validation (CSPCRV) based on a desk review and following the good practice standards of multilateral development banks. It assessed the quality of the completion report in terms of the quality of the evidence provided to support performance reporting as well as its compliance with completion report guidelines. The validation was guided by the five core evaluation criteria and was based on the evidence provided in the CSPCR, its quality, consistency, and candidness with reporting results and CSP objectives proposed for the country's development needs. The validation is primarily expected to contribute to the development of the CSPCRV methodology, which will be reviewed in line with the new CSP format. IDEV will conduct a second pilot before finalizing the methodology through a consultative process.

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**What did IDEV find?**

- The strategic orientation of the Bank's CSP was relevant throughout the CSP period. However, implementation of the 2013-2017 CSP was limited by weaknesses associated with the formulation of its Results Based Framework, which was characterized by overly aggregated data and unrealistic indicators.
- The Validation Note rates the overall performance of the Bank's program as unsatisfactory, compared to the CSP Completion Report, which rates it as satisfactory. The difference is largely attributable to the slow progress of implementation achieved in areas other than the energy sector, and the portfolio's limited contribution to key crosscutting issues (such as HIV/AIDS, gender inequality, and addressing the causes of violent crime).
- A number of weaknesses were identified in the quality of the CSP completion reporting, including limited coverage of reporting dimensions (e.g., insufficient details on non-lending operations) and limited analysis of implementation status and portfolio effectiveness especially in areas such as cross-cutting issues.

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**What lessons did IDEV draw?**

- To provide effective support, it is essential that the Bank responds flexibly and swiftly to emerging needs and opportunities.
- Syndication, co-financing and private equity participation are innovative financing instruments that have made good progress in South Africa.
- Strong collaboration with development partners, academia, think tanks and government agencies is critical for the effectiveness of economic and sector work.
- For an upper Middle-Income Country such as South Africa, the use of country procurement systems and procedures is desirable and the best solution to achieve efficient procurement outcomes.
- Monitoring and results measurement require identification of baselines and realistic target outputs and outcomes in the CSP Results Based Framework based on a robust Theory of Change.

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**What did IDEV take away?** IDEV provided some points for the consideration of Bank management in future CSPs:

- The Bank should revisit its approach to risk management, as it acted as a constraint to achieving results in a number of cases.
- Enhance M&E systems, including better self-reporting of programme and project results (outputs and outcomes). This should be done across all Bank operations, upwards to the Country Results Reporting formats and downwards to project loans.
- The Bank needs to be more realistic about its intentions and timelines. The 2013–2017 CSP proved overly optimistic in terms of what could be achieved, resulting in numerous project cancellations and incomplete loan disbursements.

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**Task Manager** Akua Arthur-Kissi, Senior Evaluation Officer

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## West Africa Regional Integration Strategy Paper Completion Report Validation

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<b>What did IDEV evaluate?</b>	<b>The validation of the Completion Report of the West Africa RISP was a desk-review of the performance of the Bank's regional strategy. It covered the relevance, effectiveness and efficiency of the RISP implementation (it did not cover the sustainability criterion because the limited amount of information available was insufficient for a robust assessment). The validation also assessed the quality of the Completion Report in terms of the quality of the evidence provided to support performance reporting as well as its compliance with completion report guidelines.</b>
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<b>What did IDEV find?</b>	<ul style="list-style-type: none"> <li>■ The RISP was relevant to Bank strategies as well as regional integration development objectives and individual country strategies.</li> <li>■ The RISP was underpinned by several studies in various sectors, serving as a good basis for project planning and design as well as policy dialogue.</li> <li>■ Some weaknesses were identified in the RISP's results framework: for example, the limited attention to cross-cutting issues.</li> <li>■ Effectiveness in terms of outputs was deemed satisfactory overall. In terms of outcomes, no assessment was provided due to the limited availability of data.</li> <li>■ Implementation progress of projects in the portfolio is slow in many cases due to delays related to various factors such as weak implementation capacity or insufficient knowledge of Bank rules and procedures in procurement and disbursement.</li> <li>■ In terms of quality of the RISP CR, despite its compliance with guidelines, the completion report did not provide enough evidence to support performance reporting.</li> </ul>
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<b>What lessons did IDEV draw?</b>	<ul style="list-style-type: none"> <li>■ A strategic focus on private sector development is of critical importance for accelerating structural transformation and fostering cross-border trade and investment.</li> <li>■ In a region marked by considerable project implementation capacity deficits, regional project readiness can be a serious concern and should not be under-estimated.</li> </ul>
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<b>What did IDEV take away?</b>	<p>IDEV provided the following points for the Bank's consideration in its future strategy and implementation of the portfolio on regional integration:</p> <ul style="list-style-type: none"> <li>■ To be mindful of its available financial and human capacity when planning its regional interventions in order to ensure that its objectives remain realistic.</li> <li>■ To enhance M&amp;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.</li> <li>■ Capacity building in support of project implementation should continue to be a strategic priority for the Bank. The CR as well as the validation findings show that capacity to implement regional projects is still a major issue and is illustrated by the considerable delays and project cancellations.</li> </ul>
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<b>Task Manager</b>	<b><u>Latefa Cone Camara, Evaluation Officer</u></b>
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## Thematic Evaluations

### Evaluation of the Bank's Utilization of its PPP Mechanism

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**What did IDEV evaluate?** This evaluation reviewed the AfDB's PPP interventions in terms of policies, strategies and projects for the period 2006–2017.

The evaluation provides key internal and external stakeholders with credible evidence on the Bank's role in supporting PPPs.

The evaluation identifies lessons and recommendations aiming at guiding future Bank PPP operational and strategic frameworks in a context of increased demand from Regional Member Countries for the Bank to support PPP projects.

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**What did IDEV find?**

- The Bank has neither an overarching framework nor formal coordination mechanism directed towards PPPs.
- Both the upstream and downstream PPP interventions of the Bank are largely relevant and effective, with benefits likely to be sustained.
- In managing its PPP operations, the Bank was innovative, but reactive rather than proactive and challenged by implementation delays as well as inadequacies of quality at entry and supervision.
- All elements for PPP support are present in the Bank, but in different areas and departments, with limited coordination and synchronization.

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**What did IDEV recommend?**

- Define a PPP strategic framework that includes standard classification criteria, a coordination mechanism, adequate internal capacity for PPPs, a communication plan, packages of products and solutions, and a dedicated project repository.
- Continue improving operations by strengthening quality at entry and of supervision and establishing appropriate mechanisms to measure the Bank's own cost and time efficiency.

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**What did Management respond?**

Management welcomed and agreed with the findings and recommendations of the evaluation and emphasized its timeliness, as demand for more innovation in structuring finance for infrastructure development on the continent continues to increase.

Management believes that the evaluation is also timely in that the Bank has already commenced initiatives to create an internal mechanism for supporting PPPs. As such, the evaluation highlights the key issues, challenges and opportunities for the Bank to address and explore.

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**Task Manager** Boubacar Ly, Evaluation Officer, and Daniel Alonso Valckx, Evaluation Officer

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## Corporate Evaluations

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### Evaluation of the Implementation of the Development and Business Delivery Model of the Bank<sup>5</sup>

<b>What did the evaluation examine?</b>	<p>The purpose of the evaluation was to take stock of the implementation of the Bank's Development and Business Delivery Model and to draw lessons that would inform future decisions in the context of the replenishment process for the African Development Fund and the General Capital Increase of the ADB. The evaluation examined the level of implementation of the reform package (43 measures grouped into 5 pillars), its results on the Bank's capacity to deliver and the key implementation challenges.</p>
<b>What did the evaluation find?</b>	<ul style="list-style-type: none"> <li>■ The DBDM reforms were ambitious and numerous.</li> <li>■ The reforms were well identified, but the ambition of the proposed transformation was over-optimistic given the context, the Bank's history, and its capacity and capability to manage significant change, as well as deliver its core mandate.</li> <li>■ While reforms did take place, the level of organizational transformation was neither at the speed, nor the depth, originally intended.</li> <li>■ The Bank has significantly increased its staff count and hence knowledge base. The Bank is larger than in 2015 in terms of staff, structure and financial strength, and decentralization has improved field presence to a large extent.</li> <li>■ The implementation of the reforms has already resulted in positive change visible in all 5 pillars, but not to the level planned or intended.</li> <li>■ There remains considerable potential for further improvement; making the Bank a more effective institution will require time and continued efforts.</li> </ul>
<b>What lessons did the evaluation draw?</b>	<ul style="list-style-type: none"> <li>■ For successful design and implementation of such a set of reforms, setting realistic timeframes, ensuring full analysis of underlying assumptions and possible knock-on effects on interlinked reforms, and putting in place a strong oversight mechanism/team that is able to generate buy-in across the organisation are necessary.</li> <li>■ Consultation and staff participation are key to the change management process of such a reform. Communication must happen during the design phase but also as a continuous process during implementation.</li> <li>■ Achievement has been best where prior reforms have paved the way, such as decentralization.</li> <li>■ Many of the challenges that the Bank faces are already well known to the Bank.</li> <li>■ Reform fatigue among staff is the most serious unintended consequence.</li> </ul>
<b>What did the evaluation recommend?</b>	<ul style="list-style-type: none"> <li>■ Put in place a clear implementation plan and results matrix for the remaining, or any new, reforms, including systematic and transparent reporting to ensure oversight.</li> <li>■ Key Performance Indicators (KPIs) are a key management instrument. They should be reviewed for their behavioral consequences, in particular the joint KPIs, as they can be both an incentive and a disincentive.</li> <li>■ Where there are clear, existing timelines, these should be reviewed, and where there are no clear timelines these should be established with due regard to feasibility.</li> </ul>

<sup>5</sup> Undertaken by an external consultancy firm, with facilitation, guidance and quality assurance by IDEV.

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**What did Management respond?** Management agreed with the findings of the evaluation and set out to address the recommendations in 3 sets of actions: Implementing the One Bank organizational approach; Strengthening people management; and Improving process efficiency and effectiveness.

The report was discussed by the Governors' Consultative Committee during the 2019 Annual Meetings and the key actions, such as implementing the One Bank approach, were made part of the Bank's commitments in the context of the GCI-7 and ADF-15.

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**Task Manager** Oswald Mirianaud Agbadome, Principal Evaluation Officer

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## Evaluation of the Middle-Income Country Technical Assistance Fund (MIC-TAF, 2002–2018)

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**What did IDEV evaluate?** The MIC-TAF is a vital instrument for the Bank's engagement in Middle-Income Countries. It is the sole financing instrument of the Bank that provides grant resources to regional member MICs with a focus on enhancing the volume, competitiveness, and development effectiveness of its operations. The evaluation covered a portfolio of USD 143 million across 185 projects in 19 countries to assess the development effectiveness and contribution of the Fund to the Bank's results from its establishment in 2002 to 2018.

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**What did IDEV find?**

- | The Fund and its operations were relevant, albeit with some weaknesses in project selectivity and quality at entry.
- | The Fund was effective in improving the Bank's portfolio in MICs., however, its effectiveness to generate development outcomes was limited in many projects.
- | The efficiency of the Fund was highly unsatisfactory vis-à-vis the Fund's 2011 Guidelines. In turn, this affected effectiveness, and clients' interest in and ownership of projects.
- | MIC-TAF projects funded as part of the Bank's portfolio of ongoing operations were more likely to be sustainable compared to standalone projects that did not generate new projects for the Bank.
- | The Fund lacked strategic direction, institutional positioning in the Bank and a specific team assigned to manage it, and therefore suffered significant governance, supervision and reporting issues.

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**What did IDEV recommend?**

- | Clarify the institutional arrangement of the Fund and establish an effective management.
- | Enhance the financial sustainability of the Fund and consider setting up a Project Preparation Facility specifically for MICs.
- | Improve the Fund's guidelines and establish a stronger quality assurance process for MIC grants.
- | Increase support to ongoing Bank lending operations and consider Bank execution of selected projects when necessary.

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**What did Management respond?** Management agreed with the evaluation's recommendations and plans to move the institutional arrangement for the Fund to the complex of the Vice-President for Regional Development, Integration, and Business Delivery (RDVP). Management also agreed to revise the MIC-TAF guidelines and address the challenges identified with the Fund's resources.

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**Task Manager** Oswald Mirianaud Agbadome, Principal Evaluation Officer

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## Evaluation of the African Development Bank's Integrated Safeguards System

**What did IDEV evaluate?** IDEV conducted an evaluation of the effectiveness of the ISS in achieving its safeguards objectives. The objectives of the evaluation were to assess the relevance and robustness of the ISS design; the efficiency of the system, process, resourcing and incentives in place; and its emerging effectiveness in achieving the Bank's safeguards objectives. The evaluation covers the AfDB's safeguards work for public and private sector operations from July 2014 (the date of ISS effectiveness) to December 2018. A total of 190 Bank-funded operations of Environmental and Social (E&S) category 1 (operations with significant E&S impact and risks), category 2 (operations with less adverse E&S impact and risks) and category 4 (Bank operations involving lending to financial intermediaries) were included in the sample.

**What did IDEV find?**

- The ISS is well-aligned to the AfDB's Ten-Year Strategy and it rightly identified its contribution to the corporate objectives to ensure sustainability of the Bank-funded operations.
- Challenges in the overall project identification and preparation process at the Bank hinder the quality of E&S support to clients during the early stages of the project cycle.
- The Bank's reporting on E&S covenants and mitigation measures was found to be poor and inconsistent in supervision reports for public sector operations.
- E&S performance of Financial Intermediaries (FIs) at appraisal was found to be strong for the 56 active FI operations reviewed, but their implementation was difficult to evaluate.
- The most significant constraint to the implementation of the ISS during the evaluation period was the low number of E&S specialists at the Bank.

**What did IDEV recommend?**

- Increase the Bank's E&S safeguards resources to better support borrowers and clients to manage E&S impacts and risks across the project cycle.
- Support borrowers and clients to manage E&S impacts and risks across project cycle and establish systematic cross-support linkages between the teams dealing with E&S safeguards, climate change, and gender.
- Develop an integrated and automated management information system across the project cycle and resume the Management-led safeguards compliance reviews/E&S audits.
- Strengthen the content and guidance of safeguards components to ensure full alignment with international best practice.
- Reinforce the Readiness Review process; ensure compliance with the E&S sub-categorization of FI operations; and standardize the loan covenants regarding E&S reporting for FIs.
- Strengthen safeguards reporting to sharpen the focus on delivery and results.
- Reinforce knowledge and awareness of the internal and external stakeholders on the ISS requirements.

**What did Management respond?** Management welcomed the evaluation, with the recognition that it was timely and would assist in strengthening the Bank's ISS design and implementation. Management agreed to all recommendations and suggested actions, and has prepared a detailed action plan to implement the evaluation's recommendations.

**Task Manager** Monica Lomena-Gelis, Principal Evaluation Officer

# 56

## Evaluation of the AfDB's Self-evaluation Systems and Processes

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**What did IDEV evaluate?** IDEV evaluated the Bank's Self-evaluation Systems and Processes (SESP) in order to support Bank Management and operational staff in: (i) informing the Board of Directors and Management about the performance of the Bank's SESP; (ii) promoting learning from experience, and enhancing operational effectiveness; (iii) improving self-evaluation and performance management of operations, strategies, and policies; (iv) improving the relevance and quality of the Bank's Operations Manual; and (v) supporting the implementation of the Bank's Development and Business Delivery Model, and business process re-engineering.

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**What did IDEV find?**

- The Bank's SESP have many positive features. They lay out strong standards and procedures underpinning their functioning, as well as a cogent articulation with the independent evaluation function carried out by IDEV.
- The main weaknesses of the SESP are in the application of the established procedures, standards and norms.
- The AfDB has an independent evaluation policy that was approved in 2016 and amended in 2019. However, the Bank does not have an integrated evaluation policy that covers both the independent function and self-evaluation by Bank Management.
- Effectiveness of the SESP is constrained by its ratings methodology and structure, and the way it is applied to Project Completion Reports.

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**What did IDEV recommend?<sup>6</sup>**

- Review the AfDB's results measurement framework and evaluation frameworks across the project cycle to ensure (i) internal consistency throughout the AfDB's results measurement and reporting system from operation to corporate level, and (ii) that there is harmonization between sovereign (SO) and non-sovereign operations (NSO).
- Review and revise, in close collaboration with IDEV, the PCR/XSR ratings methodology in use including the rating scale and guidelines in order to improve the reliability of the rating system for all operations, and to better align SOs and NSOs.
- In the context of the AfDB's rightsizing, review the SO and NSO staffing levels for M&E and quality assurance activities.
- Enhance compliance with corporate self-evaluation reporting requirements by clarifying the roles, procedures, frequency and reporting requirements for supervision, implementation support, and completion. In addition, work with IDEV on an appropriate and realistic timeline for timely PCR/XSR validation in order to feed into the formal annual development effectiveness report on the AfDB-funded interventions.

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**What did Management respond?** Management agreed with the recommendations which are useful in further improving the processes and tools in place to monitor and manage operational quality and portfolio performance, while also sharpening both learning and accountability. Management has prepared an Integrated Quality Assurance Plan, covering five areas of reform which addresses many of the issues and challenges that this report highlights.

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**Task Manager** Foday Turay, Chief Evaluation Officer

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<sup>6</sup> The report has not been presented to CODE yet. The recommendations will only be final following CODE's endorsement and will be available on the [evaluation's webpage](#).

## Evaluation Syntheses

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### Lessons on the Effectiveness of Development Partnerships: An Evaluation Synthesis

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<b>What did IDEV evaluate?</b>	<b>The evaluation synthesis aimed to identify lessons on the effectiveness of development partnerships and donor coordination activities. It covered existing research, reviews and evaluation knowledge from 38 studies on the issue of partnerships at global, corporate or country/project level in international financial institutions (IFIs) with partnership objectives and institutional processes similar to the AfDB. It includes partnerships activities such as resource mobilization, coordination, leverage, co-financing and trust funds.</b>
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<b>What did IDEV find?</b>	<ul style="list-style-type: none"> <li>■ Partnerships provide an effective strategic and operational solution to the ever-growing mandates and activities of IFIs.</li> <li>■ While financing partnerships are found to be somewhat effective for leveraging resources and reducing transaction costs, non-financing partnerships play a vital role in bridging capacity gaps in country and regional-level policy dialogues and aid effectiveness.</li> <li>■ In terms of specific vehicles, co-financing is one of the most effective partnerships in delivering project results.</li> <li>■ Trust funds play a critical role in the ability of IFIs to achieve development effectiveness but have been challenging to govern and administer.</li> <li>■ The level of efficiency of development partnerships is considered average, but with a lot of variability depending of the type of partnership and institutions.</li> <li>■ Sustainability remains a challenge both to achieve (as a target) and to monitor (as a performance indicator).</li> </ul>
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<b>What lessons did IDEV draw?</b>	<ul style="list-style-type: none"> <li>■ Development partnerships work best when partners are adaptive and able to respond to partnership opportunities arising from a client's needs and priorities.</li> <li>■ It is important to strengthen organizational capacity to deliver on partnerships' objectives.</li> <li>■ Partnerships that are mainstreamed are more likely to realize their full potential.</li> <li>■ Selectivity and good management contribute to value addition and the attractiveness of an organization for new partnerships.</li> <li>■ Weak monitoring &amp; evaluation systems and reporting requirements need to be improved to ensure the performance of development partnerships.</li> </ul>
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<b>What did IDEV take away?</b>	<b>Partnerships have the potential to contribute to long-term development impact. Success of future partnerships requires the establishment of, and adherence to, basic rules of partnerships, which include: strong political will at the organizational level, adequate resources, and a well-designed and executed partnership strategy.</b>
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<b>Task Manager</b>	<b><u>Oswald Mirianaud Agbadome, Principal Evaluation Officer</u></b>
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## Annex 3: Capacity Development & Knowledge Sharing Through IDEV Webinars in 2019



### Promoting Evaluative Evidence Use: Opportunities and Constraints

As part of the gLOCAL Evaluation Week, CLEAR-AA and the African Parliamentarians' Network on Development Evaluation (APNODE) hosted a webinar on 6 June 2019. The webinar highlighted the ways in which MPs leverage opportunities and/or navigate constraints in their effort to enhance and advance the utilization of evaluative evidence.

[Click here](#) or scan the QR code to read more about the webinar and gLOCAL Evaluation Week.



### Most Significant Change (MSC) in Evaluation: An Information Gathering Tool

On 7 June 2019, IDEV held a webinar to examine the use of the Most Significant change (MSC) technique in evaluation as part of gLocal Evaluation Week 2019. It explored the [evaluation of the AfDB's decentralization strategy and process](#) as an illustrative case.

[Click here](#) or scan this QR code to download the presentation and watch the webinar.



### Present to Persuade: Storytelling with Data Visualization

This webinar was for participants who are interested in using data for impactful communication and who want to convert their ideas into reality without coding or design skills. The webinar, held on 10 July, explained how to create eye-catching and professional data visualizations to convey your message online or in print.

[Click here](#) or scan this QR code to download the presentation and watch the webinar.



## Participatory Evaluation

Participatory evaluation is an approach which implies to give voice to the stakeholders of an intervention, in the design, process and results of the evaluation assessing that intervention. This webinar, which took place 26 July, discussed the specificities of this methodology, as well as challenges and opportunities related to its application.

[Click here](#) or scan this QR code to download the presentation and watch the webinar.



## Meta-Evaluation Approaches to Improve Evaluation Practice

Meta-evaluation is the evaluation of evaluations, the systematic review of evaluations to determine the quality of their processes and findings and the assessment of the role of evaluation in a policy sector or an organization. After exploring some of the key theoretical grounds of meta-evaluation, the webinar held on 25 October shared some examples of tailored meta-evaluation frameworks to assess the worth and merit of a set of evaluations going beyond the narrow conception of evaluation quality.

[Click here](#) or scan this QR code to download the presentation.



## How does the African Development Bank Ensure the Quality of the Projects it Funds? - Insights from Recent Evaluations

On 8 November, this webinar presented the findings, conclusions and recommendations of the independent evaluations of Quality Assurance (QA) across the Project Cycle, the Quality at Entry and Quality of Supervision of the African Development Bank Group, during 2012-2017.

[Click here](#) or scan this QR code to download the presentation and watch the webinar.



## Towards a Socially-inclusive and Environmentally-Sustainable Development: How does the African Development Bank do it?

This webinar, held on 27 November disseminated the findings, lessons and recommendations from the evaluation of the African Development Bank's Integrated Safeguards System, and the actions the Bank is undertaking to ensure effectiveness of the ISS in achieving its safeguards objectives.

[Click here](#) or scan this QR code to download the presentation and watch the webinar.

# 60 Annex 4: Status of Implementation of IDEV Commitments Made in Response to the Independent Peer Review

Issue	Recommendation provided by IPR	Response	Action Plan	Deadline	Status
<b>Independence – New evaluation strategy</b>	The incoming Evaluator General should – further to a familiarization period – develop his/her strategic directions for the term period of the appointment and submit it for approval by the Board through CODE	<b>Agreed in principle, but to be confirmed by the new Evaluator General.</b>	Once in place, the new Evaluator General will be advised to prepare a “Strategic Directions” letter or a chapter to be added to the three-year Work Program 2019–21, or another format of his/her choosing.	TBD	The new Evaluator General added a section on Strategic Considerations in the 2019–2021 Work Program Update for 2020, discussed with CODE in Nov. 2019.  He will have additional discussions with CODE members on the strategic directions at a retreat with the CODE planned for early 2020.
<b>Independence – in the sense of impartiality, is also affected by the absence of an updated manual that ensures all evaluations follow transparent good practice methods and processes.</b>  <b>Credibility – (...) a major shortcoming is the absence of an updated evaluation manual to define methods and processes which might introduce greater transparency in IDEV's work.</b>	To ensure consistency of evaluation processes and enhanced evaluation methods, the draft IDEV manual (or handbook) should be finalized and implemented systematically to increase impartiality (objectivity in design and process), transparency, and credibility.  Appropriate evaluation methods should be selected to ensure new insights are generated.	<b>Agreed.</b> A Chief Quality and Methods Adviser has joined IDEV in September 2018 and is developing and finalizing the evaluation manual (currently in draft form), which will address these concerns. While harmonizing internal procedures and methods, the manual aspires to meet international standards and expectations.  The Quality and Methods adviser will also contribute to the start-up phase of new evaluations by advising on appropriate evaluation methods.	Develop the manual through wide consultations and piloting exercises to ensure its quality and adequacy to the Bank's operations.	By end of Q2 2019	The manual has been developed and shared with the IDEV Department in December 2019, as a living document that can be further developed as needed.

Issue	Recommendation provided by IPR	Response	Action Plan	Deadline	Status
<b>Utility – IDEV has invested in engaging with management by increasing consultations in three important areas:</b>  <b>*Work program</b>  <b>*During a number (but not all) evaluations to create better understanding of evaluative insights and sponsor improved receptivity to evaluation findings</b>  <b>*Outreach and knowledge sharing events</b>	The improved consultation process on the work program can be strengthened further by briefing management about the final evaluation work program to create greater awareness.	<b>Agreed.</b> Once the IDEV Work Program for 2019-2021 has been approved by the Board, the Acting Evaluator General will reach out to members of Senior Management to inform them about the evaluations to be undertaken in their area over the period.  In addition, at the beginning of each individual evaluation, a meeting will be requested with the relevant VP and/or director, to inform, consult and involve him/her in a timely manner.	Publish and personally disseminate the Work Program 2019–21 to members of Senior Management.  Supplement with an information session for Bank's Management at the beginning of each year.	By end of Q1 2019	Done:  <ul style="list-style-type: none"> <li>■ The acting Evaluator General met with all VPs to present the Work Program in Q1 &amp; Q2 2019.</li> <li>■ Information session was held at SMCC meeting in February 2020.</li> </ul>
		In line with this recommendation, IDEV also sees necessary to increase Management and operational staff involvement and engagement in the evaluation process, particularly in reference groups, and the implementation of recommendations.	Work with Management to strengthen participation in evaluation reference groups, possibly through an incentive system and performance indicators for evaluation focal points and reference group members.	By December 2019	Issue raised by the new Evaluator General in his introductory bilateral conversations with VPs after his arrival, during the information session for SMCC, and in conversations with Management on individual evaluations.
	Use the Senior Management Coordination Committee, and other such platforms, to brief leadership about strategic evaluations and discuss necessary follow-up actions	<b>Agreed.</b> IDEV will be happy to regularly participate in SMCC meetings, if the practice of inviting the EG to the SMCC is reinstated.  Otherwise, IDEV will work with the Senior Vice President to organize special briefing sessions on key evaluations, as was done for the Quality Assurance evaluation in 2018.	If IDEV receives the agenda for SMCC meetings, it can prepare short policy briefs and lessons from past and current evaluation for Senior Management to inform their decision-making.	By Q2 2019	Ongoing.  For example, IDEV prepared a brief with the findings and recommendations from the 2017 HR evaluation to inform an SMCC discussion on performance management and merit-based salary increase.
		As part of its pursuit of increased stakeholder engagement, IDEV has already started organizing internal learning workshops on completed evaluations.	Work with Senior Management on the modalities of organizing on-demand thematic sessions on key evaluations/ issues.	By Q2 2019	Ongoing.  For example, there is close collaboration on the follow up to the 3 quality assurance evaluations, the Integrated Safeguards System evaluation and others.
Enhance the awareness and use of the electronic platforms (Website, EVRD) and increase their user-friendliness with dynamic features and effective search capabilities.	<b>Agreed.</b> The EVRD is currently being updated with the latest PCR validation notes, after which a Bank-wide sensitization campaign will be undertaken.	Organize a Bank-wide sensitization campaign, with follow-up webinars and at least one demonstration session per year, in order to promote these platforms.	By December 2019	Done – A Bank-wide sensitization campaign on the EVRD took place in May 2019 and various webinars were held.	

Issue	Recommendation provided by IPR	Response	Action Plan	Deadline	Status
<p><b>Independence – staffing: In line with Bank practices, the President and HR department make all final HR decisions. This can and has materially affected IDEV's staffing decisions and undermined its independence in HR matters. It has contributed to delays in filling positions of managers and staff, contributing to the vacancy rate of 26%.</b></p>	<p>Accelerate the procedures to fill the vacant positions and continue with investing in staff development, including onboarding arrangements for new staff.</p>	<p><b>Partially agreed.</b> As set out in the Independent Evaluation Policy, IDEV follows the standard Bank recruitment procedures with regard to filling staff vacancies. It thus relies on the support of the HR department, and cannot accelerate the procedures on its own.</p> <p>However, good progress has been made in filling the existing vacancies noted during the IPR. As at 16 January 2019, all staff vacancies have been filled, except for the Evaluator General, two division managers, and one team assistant.</p> <p>IDEV is working with the HR department on developing a competency framework for IDEV staff, which will inform on the strengths and weaknesses of the department. The departmental training plan for 2019 will build on this framework and contribute to improving the staff capacity to deliver the work program.</p> <p>On the issue on new staff onboarding, the finalization of the evaluation manual should give sufficient information to new staff to conduct evaluations. Together with the existing peer collaboration within the department, this should provide the necessary support needed to ensure a good integration of new staff.</p>	<p>Develop a training plan in a participatory approach with staff.</p> <p>The training plan will include a good mix of core and soft skills and competencies relevant to evaluation, teamwork, management, etc.</p>	<p>By End of Q1 2019</p>	<p>Done – Training plan developed in collaboration with staff and submitted to HR Department.</p>
<p><b>Independence – Conflict of interest guidelines exist to manage the intellectual independence. However, there is no system in place to track whether conflicts of interest have arisen and how they have been dealt with or managed.</b></p>	<p>Establish a system to monitor and record cases of conflicts of interests and how they are managed</p>	<p><b>Agreed.</b> IDEV is currently developing a tool in order to commit staff against conflict of interest. This will be implemented, and a system will be in place soon in IDEV.O, in order to record and monitor this commitment.</p>	<p>Set up a conflict of interest management system</p>	<p>By End of Q1 2019</p>	<p>Done:</p> <ul style="list-style-type: none"> <li>■ A conflict of interest form for all evaluation staff and consultants has been developed and rolled out.</li> <li>■ IDEV will also draw attention to the conflict of interest policy in consultancy recruitment processes (requests for expression of interest and requests for proposals).</li> </ul>

Issue	Recommendation provided by IPR	Response	Action Plan	Deadline	Status
<p><b>Independence – The standard budget process can provide Bank management with an opportunity to adjust allocations to IDEV. The process applies to the entire Bank (it does not affect IDEV more than other vice-presidencies), and risks have not materialized in that IDEV's budget has grown, at times well above the average allocations for the Bank as a whole.</b></p> <p>(...) A potential risk to credibility could arise from the cost of evaluations.</p>	<p>Build up a system for budget planning and management for IDEV evaluations to ensure efficient resource use and consider measures to deal with long delayed evaluations.</p>	<p><b>Partially agreed.</b> IDEV does have a system for budget planning and monitoring which serves as a basis for its budget submissions, the work program and allocation of resources to individual evaluations. This system is synchronous with the Bank's budget system and IDEV does inform other Bank systems such as ATRS.</p> <p>IDEV however agrees that its system is due for a review, to explore ways to improve on its current tools for enhanced planning, monitoring, reporting and accountability.</p> <p>IDEV will closely monitor the aspect of financial cost of its evaluations going forward and seek to achieve savings through the use of innovative data collection tools.</p> <p>As part of its commitment to reduce the cost of evaluation, IDEV is already gradually reducing the use of consultants and increasing staff involvement in the early stages of evaluations.</p>	<p>Conduct an internal assessment of the budget planning, management and monitoring tools, and explore innovative ways to reduce the cost of evaluations.</p>	<p>By September 2019</p>	<p>Ongoing. The internal assessment was done in August 2019, but will need to be reviewed due to the introduction of a new Bank-wide budgeting system in January 2020.</p>

# 64 Annex 5: The Management Action Record System (MARS)

Tracking the progress of the implementation of evaluation recommendations is a good practice recognized among development institutions. CODE adopted a proposal for a Management Action Record System (MARS) at the AfDB in 2013. The purpose of the MARS is to: i) provide an effective and efficient mechanism for systematically tracking and reporting on the implementation of agreed evaluation recommendations made by IDEV; ii) strengthen accountability; iii) increase transparency in the Bank's operations and decision-making; and iv) increase the use of and learning from evaluations. The MARS is also intended to be a tool to assist the Board of Directors in its oversight role by providing up-to-date information and data on institutional changes, reforms and other crucial issues. Only independent 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).

After an evaluation is presented to CODE 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, identifying the lead implementing department and the target completion date of each action. As of 31 December 2019, 54 evaluations, 486 recommendations and 827 actions were recorded in the MARS.

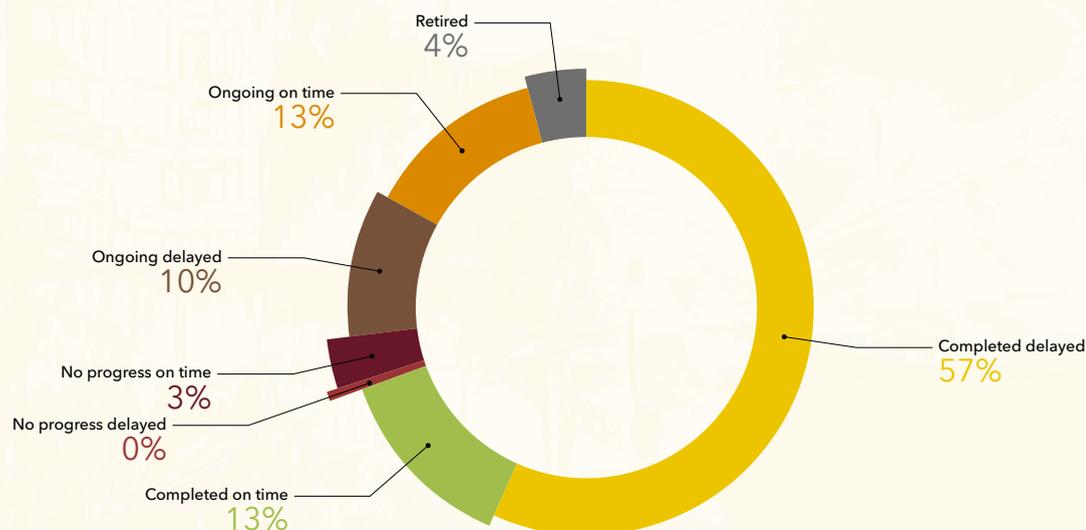
## Evaluations, Recommendations and Actions Recorded in the MARS in Recent Years

Evaluation Type	2015			2016			2017			2018			2019			Evaluations 2015–2019
	Evaluations	Recommendations	Actions													
Corporate & Process	3	13	33	1	12	22	1	6	24	-	-	-	3	45	57	8
CSPE	1	3	5	7	40	131	3	18	52	4	23	83	2	10	25	17
RISPE	-	-	-	-	-	-	1	5	31	1	7	26	-	-	-	2
Impact	-	-	-	2	4	39	-	-	-	-	-	-	-	-	-	2
Sector	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Thematic	2	17	33	-	-	-	-	-	-	3	16	49	1	8	8	6
PCR and XSR Validations	-	-	-	-	-	-	-	-	-	-	-	-	1	3	14	1

Note: CSPE: Country Strategy and Program Evaluation; RISPE: Regional Integration Strategy Paper Evaluation; PCR: Project Completion Report; XSR: Extended Supervision Report

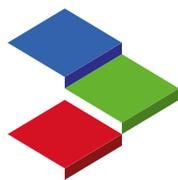
Management subsequently updates the implementation status of the actions on a quarterly basis, and reports to the Board on this every six months. The graph below shows that as at 31 December 2019, 70% of the actions currently in the system have been completed, while 23% of the actions are ongoing. Delays to implementation, both in the completed as well as the ongoing actions, remain a major challenge.

### Status of Management actions in response to IDEV recommendations as at 31 December 2019



Source: MARS system (Management reporting)

While Management reports on the status of *actions*, IDEV is due to assess and report to CODE on the level of adoption of evaluation *recommendations* once a year. The objective of this report is to examine the extent to which Management has adopted the agreed recommendations by assessing i) the alignment of the actions to their respective recommendations and ii) the degree of implementation of the actions. Pursuant to this provision, IDEV is currently working on its first MARS report which will be available in early 2020 and will be presented in the 2020 Annual Report. It will cover the recommendations for which all actions were due by December 2018; this concerns 198 recommendations, 304 sub-recommendations and 587 actions.



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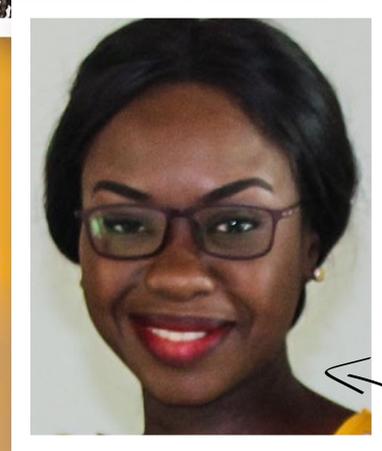
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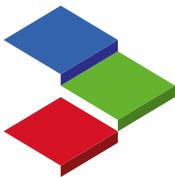
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