

PCR EVALUATION NOTE FOR PUBLIC SECTOR OPERATIONS

1. BASIC INFORMATION			
a. Basic project data			
Project title: support to the african capacity building foundation for strategic medium-term plan (SMTP) III, phase II			
Project code: P-Z1-KF0-049	Instrument number(s): ADF Grant 2100155033567		
Project type: INSTITUTIONAL SUPPORT	Sector: Multi-Sector		
Country: MULTINATIONAL	Environmental categorization (1-3) : 3		
Processing Milestones	Key Events	Disbursement and Closing date	
Date approved: 25 October 2016	Cancelled amount: NONE	Original disbursement deadline: 30 June 2018	
Date signed: 20 January 2017	Supplementary financing: NONE	Original closing date: 31 December 2018	
Date of entry into force : 20 January 2017	Restructuring: NONE	Revised disbursement deadline: 30 June 2019	
Date effective for 1st disbursement: 10 April 2017	Extensions (specify dates): From 31 December 2018 to 30 June 2019	Revised closing date:	
Date of actual 1st disbursement: 21 April 2017			
b. Financing sources			
Financing source/ instrument (MUA)	Approved amount (MUA) :	Disbursed amount (MUA) :	Percentage disbursed (%) :
Loan:			
Grant:	UA 7, 000, 000	UA 7, 000, 000	100%
Government:			
Other (ex. Co-financiers):			
TOTAL :	UA 7, 000, 000	UA 7, 000, 000	100%
Co-financiers and other external partners:			
Execution and implementation agencies: AFRICAN CAPACITY BUILDING FOUNDATION (ACBF)			
c. Responsible Bank staff			
Position	At approval	At completion	
Regional Director	Tonia KANDIERO	Josephine NGURE	
Sector Director	Abdoulaye COULIBALY	Abdoulaye COULIBALY	
Sector Manager	Bernadette KAMGNIA	Mots'elisi LEBESA	
Task Manager	Nkoanyane SEBUTSOE	Nkoanyane SEBUTSOE	
Alternate Task Manager			
PCR Team Leader		Nkoanyane SEBUTSOE	
PCR Team Members			
d. Report data			
PCR Date : JANUARY 2020			

PCR Mission Date:	From:	To:
PCR-EN Date: 16/04/2021		
Evaluator/consultant : TESFAYE T.		Peer Reviewer/Task Manager: Ghzala A.

2. PROJECT DESCRIPTION

The African Development Bank approved the ADF grant support to the African Capacity Building Foundation (ACBF) in October 2016. The Bank and ACBF signed the grant protocol and entered into force in January 2017 with estimated closing date of December 2018. The purpose of the project was to provide institutional support to the African Capacity Building Foundation for the implementation of its Third Strategic Medium Term Plan (SMTP III, 2012-2016) for the benefit of the capacity building of African countries and regional institutions on effective economic and financial governance for Africa's transformation. The project closed in June 2019 after a six-month extension.

a. Rationale and expected impacts:

The African countries face capacity challenges to sustain rapid economic growth, and consolidate democratic gains and social stability. The Bank recognizes the need for enhanced capacity building in Africa and it has been highlighted in the Bank's Ten Year Strategy (TYS, 2013 – 2022), the Knowledge Management Strategy (KMS, 2015 – 2020) and Capacity Development Strategy (CDS, 2010 – 2014).

This project to support the African Capacity Building Foundation was a response to capacity challenges that Regional Member Countries (RMCs) are facing and aimed at enhancing capacity of African countries and regional institutions for effective economic and financial governance for Africa's transformation. The expected impacts arising from the improved economic and financial governance would include reduction in population in poverty and integration of Africa in global value chains.

b. Objectives/Expected Outcomes:

The overall aim of the project was to strengthen effective economic and financial governance for inclusive growth and sustainable development in Africa. The specific objective was to improve the capacity of RMCs and RECs (Regional Economic Communities) to formulate and implement effective policies in the project's focal areas of governance, regional integration and participation in global trade.

The expected outcomes would include number of RMCs and RECs trained in improved debt management, balance of payments methods, system of national accounts monitoring, legislative oversight, regional trade policy, and cross-border infrastructure development.

c. Outputs and intended beneficiaries:

As per the project appraisal report, the following sets of outputs were identified by component for delivery:

Component 1: Improving formulation and implementation of economic and financial policies for Africa's transformation

- Capabilities of MDAs in macroeconomic, financial and debt management strengthened
- Policy options for subregional economic and financial governance developed
- Financial and debt management capacity of RMCs improved
- Skills and competencies of RMC officials in implementation of gender-sensitive policies and strategies improved
- Oversight skills and competencies of Parliamentarians improved
- Workshop/conference on adoption of common financial governance principles as part of the implementation of the common monetary zone policy in ECOWAs region organized

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- Policy formulation and implementation capacity of 6 transitional countries strengthened

Component 2: Improving regional integration, intra-regional trade and Africa's share in global trade

- RECs capacity action plans for implementation of findings from the 2015 RECs studies developed
- AGOA Country case studies developed
- 2016 Africa Capacity Report (ACR) developed and disseminated
- National Capacity Needs Assessment for Agenda 2063 developed
- Regional Trade Policy guidelines for cross-border infrastructure developed
- Dialogue /consultations among parliamentarians towards the adoption of regional trade, security and agricultural policies organized
- Innovative methods (particularly PPP) of financing subregional infrastructure developed.

The target groups would include economic and management institutions of RMCs and RECs; Government officials; African professionals and academics; parliamentarians and their networks; civil society organizations; and staff of ACBF and other regional organizations.

d. Principal activities/Components:

The project would contribute to its objective of capacity building and strengthening through two components: (i) improving formulation and implementation of economic and financial policies for Africa's transformation; and (ii) improving intra-regional trade and Africa's Share in Global Trade.

3. PROJECT PERFORMANCE ASSESSMENT

RELEVANCE

a. Relevance of the project development objective:

PCR rated relevance of the project development objective highly satisfactory (4). PCREN concurs.

The purpose of the project was to strengthen the capacity of African countries (RMCs) and regional institutions (RECs) to enable them to improve the design and delivery of their policies towards the achievement of their transformational agenda. To this effect, the Bank support to the African Capacity Building Foundation (ACBF)'s Third Strategic Medium Term (SMTP III) aimed specifically to provide capacity building solutions to RMCs and regional institutions in strategic priorities for promoting political and social stability and transformational change, and tracking policy impact.

The project was aligned with Bank's strategy frameworks including the Ten Year Strategy (TYS, 2013-2022), the Knowledge Management Strategy (KMS, 2015-2020) and Capacity Development Strategy (CDS, 2010-2014). These three strategic documents also emphasize on the need to build partnerships, particularly with specialized regional institutions such as ACBF that have shown effectiveness in addressing the capacity building problems throughout the continent. This was based out of the premise that not one institution can be able to meet the capacity building requirement of the entire continent on its own.

b. Relevance of project design (from approval to completion):

PCR rated design relevance satisfactory (3). PCREN concurs.

The project focused on building capacity in economic and financial governance and intra-Africa trade as the critical areas to advance the Africa's transformational agenda. The design development was informed by the processes and

outcomes of the ACBF's SMTP III and the lessons learnt from the previous Bank funded projects. It was also driven by the Bank's experience and international best practices in financing capacity building and enhancing knowledge.

The project had two main components; improving formulation and implementation of economic and financial policies for Africa's transformation, and improving intra-regional trade and Africa's share in global trade. The specific areas of intervention would include debt management, balance of payments methods, system of national accounts monitoring, increased ability for legislative oversight, regional trade policy frameworks and cross-border infrastructure development. However, the design recognizes differences in capacity requirements among countries and hence would seek capacity building solutions that are responsive to the country-specific needs.

The Results-Based Logical Framework presented in the PAR characterizes the design of the project; shows the connections linking the activities/inputs identified in the project's components/sub-components to a range of outputs shown in section 3C (e.g. national capacity needs assessment developed, public sector officials and parliamentarians trained, policy research products developed and disseminated) towards enhanced capacity in delivery of knowledge-based policymaking for effective economic and financial governance for Africa's transformation.

Owing to the realisation by the AfDB that addressing the immense capacity development challenges in Africa cannot be left to any one institution, the institutional arrangement for the project would involve partnership with ACBF as the main implementing partner. ACBF would work with other capacity building agencies in Africa as implementing agencies (i.e. Nigerian Institute for Legislative Studies (NILS), West African Institute for Financial and Economic Management (WAIFEM) and Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)). These entities would serve as sub-grantees under this project. Moreover, ACBF would also make use of its network of Think-tanks and Research Institutes for delivering on some of the deliverables.

EFFECTIVENESS

c. Effectiveness in delivering outputs:

PCR rated effectiveness in delivering outputs satisfactory (3). PCREN concurs.

Component 1: Improving formulation and implementation of economic and financial policies for Africa's transformation

- 413 public sector officials trained on macroeconomic, financial and debt policy analysis and management, 344%
- 10 economic and financial policy research products developed and disseminated, 167%
- 25 RMCs that have benefitted from financial and debt management technical support, 83%
- 198 RMC officials trained in implementation of gender-sensitive policy and strategies, 110%
- 150 parliamentarians trained on effective financial governance oversight, 125%
- 2 workshops organized to discuss common financial governance principles in ECOWAS region, 100%
- 11 transitional countries supported in policy formulation and implementation, 183%
- 984 public sector officials trained in transitional countries, 164%

Component 2: Improving regional integration, intra-regional trade and Africa's share in global trade

- 2 RECs capacity building action plans developed including for RECS with most transition states, 100%
 - 11 AGOA Country Case Studies published, 100%
 - 2 Africa Capacity Reports (ACR) published, 200%
 - 10 Agenda 2063 national capacity needs assessment developed, 100%
 - 2 RECs supported to develop trade policy guidelines for cross-border infrastructure, 100%
 - 6 parliamentary dialogues / consultations on regional trade, security and agricultural policies organized, 300%
 - 4 research products on innovative methods for financing regional infrastructure developed, 100%
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The project has built capacity in target countries in ECOWAS and SADC in the areas of debt management, balance of payments methods, system of national accounts monitoring, legislative oversight, regional trade policy frameworks and cross-border infrastructure development.

d. Effectiveness in realizing outcomes:

PCR rated effectiveness in realizing outcomes satisfactory (3). PCREN concurs.

- Percentage of countries that have been trained to adopt the minimum requirements for effective debt management, 125%
- Percentage of countries that have been trained on migration from Balance of Payments Methods 5 (BPM5) to BPM6, 95%
- Percentage of countries that have adopted minimum standards of data compilation System of National Accounts (SNA) 2008, 100%
- No. of RECs supported to develop innovative methods of financing infrastructure, 100%
- No. of countries that are implementing cross-border payment system, 171%
- No. of RECs with most of the transition states supported in enhancing their Regional Integration efforts, 200%

e. Project development outcome:

PCR rated satisfactory (3) and the PCREN concurs.

The project delivered most of the expected outputs and outcomes, and hence was on track towards achieving its development objective.

f. Beneficiaries:

Using evidence, the evaluator should provide an assessment of the relevance of the total number of beneficiaries by categories and disaggregated by sex.

- 611 trained Central Bank Officials, Officials from Ministries of finance/planning and other ministries, 204% progress towards target.
- 150 Parliamentarians, 125% progress towards target.
- 984 Public Sector officials from relevant ministries and central bank in States faced with fragile situations, 164% progress towards target.

g. Unanticipated additional outcomes (positive or negative, not taken into consideration in the project logical framework):

The training program benefited parliamentary staff as well in order to ensure sustainability of capacity building. Positive expanded coverage. The PCREN accepts the positive unanticipated additional outcome.

EFFICIENCY

h. Timeliness:

PCR rated timeliness satisfactory (3). PCREN agrees as the ratio of planned and actual implementation time is 0.80, which, as per the PCR evaluation guidance, is rated satisfactory (3).

The delays in disbursement at the start of the project and the mid-term review, which was condition for the disbursement of the second tranche, contributed to the time overrun.

i. Resource use efficiency:

N/A

j. Cost-benefit analysis:

N/A

k. Implementation progress:

PCR rated implementation progress satisfactory (3). PCREN agrees.

Given its experience in implementing Bank projects, ACBF successfully implemented the activities as per the work plan (IPR, October 2018)

SUSTAINABILITY

l. Financial sustainability:

PCR rated financial sustainability satisfactory (3). PCREN confirms

As to the continuation of capacity building through ACBF: There has been increased demand for ACBF capacity building services following the designation of ACBF as the African Union's Specialized Agency for Capacity building . In this role ACBF will receive funding from the African Union to be able implement some of its capacity building interventions. This AU support is expected to enable ACBF to be in a position to leverage on other funding partners for continued capacity development in Africa. In addition, the Foundation has introduced a set of revenue generating services including technical advisory services.

For the Bank: It is imperative that the Bank continues to partner not only with ACBF but other reputable anchor institutions in Africa to deliver on more programs to RMCs.

m. Institutional sustainability and strengthening of capacities:

PCR rated satisfactory (3). PCREN confirms.

The thrust of the Bank support to African Capacity Building Foundation for the implementation of its Third Strategic Medium Term Plan (SMTP III, 2012-2016) was for the benefit of the capacity building of African countries and regional institutions. As it is evident from the evaluation of the effectiveness of the project, its contribution to capacity building is significant. The continuation of these benefits hinges on commitment of African countries and regions to take leadership in developing strategies for the sustenance of the enhanced capacities.

n. Ownership and sustainability of partnerships:

PCR rated ownership and sustainability of partnership satisfactory (3). PCREN concurs.

Ownership of the capacity building interventions is a critical factor for success. ACBF systematically conducted appraisal which involved intensive consultations with governments and all relevant stakeholders in the target countries and regions. Some of the interventions that ACBF undertook were demand driven, which enhances ownership and sustainability. In addition, the delivery of the specific activities implemented by ACBF's implementing partners (MEFMI, WAIFEM and NILDS) involved consultations with key beneficiaries, which promoted a sense of ownership amongst the beneficiaries

o. Environmental and social sustainability:

N/A (the project was classified as a category 3)

4. PERFORMANCE OF STAKEHOLDERS

a. Bank performance:

PCR rated Bank performance satisfactory (3). PCREN concurs.

At the project design and appraisal stages, the Bank used a participatory approach by heavily involving ACBF with the view to strengthening the ownership and accountability for results by ACBF. During project implementation, the Bank had been responsive and timely feedback was given to queries raised by ACBF in response to implementation challenges facing ACBF's partners. The Bank conducted supervision missions and adequate guidance was given, and lessons were learned to improve project implementation. Moreover, in some of the supervision missions, the Bank consulted with the subgrantees to get more information to inform its operations going forward. This provided valuable inputs regarding the impact of disbursement delays on the implementation of the project activities at the helm of the sub-grantees.

In general, the performance of the Bank is satisfactory.

b. Borrower performance:

PCR rated Borrower (ACBF) performance highly satisfactory (4). PCREN concurs as shown in the appendix below the ratings of the six-criteria for Borrower performance.

c. Performance of other stakeholders:

N/A

5. SUMMARY OF OVERALL PROJECT PERFORMANCE

a. Overall assessment:

PCR rated overall performance satisfactory (3). PCREN concurs.

Highly satisfactory in relevance, and satisfactory in effectiveness, efficiency and sustainability.

b. Design, implementation and utilization of the M&E:

PCREN rates M&E satisfactory (3) in design, implementation and utilization.

ACBF's M&E system, which was based on adequately specified RLF, identifies the key output and outcome indicators, and the means of verification. The data gathered/information generated was used to produce semi-annual and annual reports. Information contained in these reports influenced decisions affecting project operation and results.

6. EVALUATION OF KEY LESSONS LEARNED AND RECOMMENDATIONS

a. Lessons learned:

Provide a brief description of any agreement/disagreement with all or part of the lessons learned from the PCR after analysis of the project performance with regards each of the key components of the evaluation (Relevance, Effectiveness, Efficiency, and Sustainability). List the main PCR and/or reformulated pertinent lessons learned for each of the above four components. It is recommended that no more than five lessons learned are discussed. Key questions and targeted audience must also be specified for each lesson learned.

<u>Original</u>	Adopting multi-level stakeholders' participatory approach and clarifying the legal instrument to be	<u>Validation</u>
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	used for earmarked interventions are key for implementation effectiveness and project success.	Sign-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>		

<u>Original</u>	Capacity building intervention is a long-term process and mostly in the context of fragility to expect greater results and impact. For subsequent interventions, it would be helpful to have a full program with a funding envelop of not less than USD20 million, with a project duration of at least 5 years in order to provide sustained capacity building support for training participants.	Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	Agree on the need for a long-term timeframe, but the specific figures cannot be traced to any specific experience of the project.	

<u>Original</u>	Ability to solve problems and proactiveness are critical in project supervision /monitoring especially when dealing with interventions involving partners, governments and regional bodies. There is a need to have problem solving capacity to quickly propose to partners alternative or replacement solutions without departing from the project objectives.	Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	The statement is generally true but is it a lesson derived from the project's experience?	

<u>Original</u>	It is important and prudent that Executing Agencies prepare their budget implementation plans based on UA amounts. This will eliminate the exchange rate risk like it happened in this project where budgets were prepared on USD which ought to have been indicative and not as commitment.	Write-Off
<u>Reformulation (If applicable)</u>		
<u>Reviewer Comment</u>	Elementary to consider as a lesson learned	

<u>New lesson</u>	
<u>Reviewer comment</u>	

b. Recommendations:

Provide a brief description of any agreement/ disagreement with all or part of the recommendations from the PCR. List the main PCR and/or reformulated recommendations (required actions by the Borrower and/or the Bank).

<u>Original</u>	The technical capacity in most of these countries has been found wanting and could be detrimental to any development prospects. Therefore, the Bank ought to consider ramping up support for such countries. The duration and financing of a project of this nature should be of a longer time span in order to consolidate and build on gains acquired in a short term.	<u>Validation</u> Sign-Off
<u>Reformulation (If applicable)</u>		
<u>Recipient(s)</u>	Bank	
<u>Reviewer Comment</u>		

<u>Original</u>	Capacity development is transversal in nature and therefore It is recommended that relevant African capacity development anchor institutions like the ACBF be adequately resourced enabling to continue supporting interventions that have started yielding good and tangible results or projects that have high potential for scaling up and sustaining results. Funding to be provided beyond catalytic or initial support especially for countries in transition.	<u>Validation</u> Sign-Off
<u>Reformulation (If applicable)</u>		
<u>Recipient(s)</u>	Bank and Co-Financier	
<u>Reviewer Comment</u>		

<u>New recommendation</u>	
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<u>Recipient(s)</u>	Choose recipient(s)
<u>Reviewer comment</u>	

7. COMMENTS ON PCR QUALITY AND TIMELINESS

The overall PCR quality rating is based on the criteria presented in the annexe and other: The quality of the PCR is rated as highly satisfactory (HS) (4), satisfactory (S) (3), unsatisfactory (US) (2), and highly unsatisfactory (HUS) (1). The timeliness of the PCR is rated as on time (4) or late (1). The participation of the Borrower, co-financier, and the bank's external office(s) are rated as follows: HS (4), S (3), US (2), HUS (1).

PCR quality is rated satisfactory (3): Satisfactory in coverage of evaluation dimensions, data generation and access, quality of analysis and lessons learned.

8. SUMMARY OF THE EVALUATION

This is a summary of both the PCR and IDEV ratings with justification for deviations. Appropriate section of the PCR Evaluation should be indicated in the last column in order to avoid detailed comments. If the evaluator is unable to validate a PCR rating on one of the four evaluation criteria, s/he must provide an appropriate explanation for this.

Criteria	PCR	PCREN	Reason for disagreement/ Comments
RELEVANCE			
Relevance of project development objective	4	4	
Relevance of project design	3	3	
EFFECTIVENESS			
Delivery of outputs	3	3	
Realization of outcomes	3	3	
Development objective (DO)	3	3	
EFFICIENCY			
Timeliness	3	3	
Resource use efficiency	N/R	N/R	not applicable and hence not rated
Cost-benefit analysis	N/R	N/R	not applicable and hence not rated
Implementation progress (Compliance with (i) with covenants; (ii) project systems and procedures; (iii) project execution and financing)	3	3	
SUSTAINABILITY			
Financial sustainability	3	3	
Institutional sustainability and strengthening of capacities	3	3	
Ownership and sustainability of partnerships	3	3	
Environmental and social sustainability	N/R	N/R	not required and hence not rated
OVERALL PROJECT COMPLETION RATING		3	
Bank performance:	3	3	
Borrower performance:	4	4	
Performance of other stakeholders:	N/R		not rated

Overall PCR quality:		3	Satisfactory in coverage of evaluation dimensions, data generation and access, quality of analysis and lessons learned.
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9. PRIORITY FOR FUTURE EVALUATIVE WORK: PROJECT FOR PERFORMANCE EVALUATION REPORT, IMPACT EVALUATION, COUNTRY/SECTOR REVIEWS OR THEMATIC EVALUATION STUDIES:

- Project is part of a series and suitable for cluster evaluation
- Project is a success story
- High priority for impact evaluation
- Performance evaluation is required to sector/country review
- High priority for thematic or special evaluation studies (Country)
- PPER is required because of incomplete validation rating

Major areas of focus for future evaluation work:

- a) Performance evaluation is required for sector/ country review
- b) Cluster evaluation (institutional support)
- c) Sector evaluation (budgetary support or public finance management reforms)

Follow up action by IDEV:

Identify same cluster or sector operations; organize appropriate work or consultation mission to facilitate a), b) and/or c).

Division Manager clearance

Director signing off

Data source for validation:

- Task Manager/ Responsible bank staff interviewed/contacted (in person, by telephone or email)
- Documents/ Database reports

Attachment:

- PCR evaluation note validation sheet of performance ratings
- List of references

Annex

PROJECT COMPLETION REPORT EVALUATION NOTE

Validation of PCR performance ratings

PCR rating scale:

Score	Description (see PCR preparation guidelines for details)
4	Highly Satisfactory (HS)
3	Satisfactory (S)
2	Unsatisfactory (US)
1	Highly Unsatisfactory (HUS)
UTS	Unable to score/rate
NA	Non Applicable

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
RELEVANCE	Relevance of the project development objective (DO) during implementation	4	4	
	Relevance of project design (from approval to completion)	3	3	
OVERALL RELEVANCE SCORE		4	4	
EFFECTIVENESS*	Effectiveness in delivering outcomes			
	Percentage of countries that have been trained to adopt the minimum requirements for effective debt management, 125%		4	
	Percentage of countries that have been trained on migration from Balance of Payments Methods 5 (BPM5) to BPM6, 95%		3	
	Percentage of countries that have adopted minimum standards of data compilation System of National Accounts (SNA) 2008, 100%		4	
	No. of RECs supported to develop innovative		4	

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments	
	methods of financing infrastructure, 100%				
	No. of countries that are implementing cross-border payment system, 171%		4		
	No. of RECs with most of the transition states supported in enhancing their Regional Integration efforts, 200%		4		
	Overall outcome performance rating	3	3		
	Effectiveness in delivering output				
	Component 1: Improving formulation and implementation of economic and financial policies for Africa's transformation				
	413 public sector officials trained on macroeconomic, financial and debt policy analysis and management, 344%		4		
	10 economic and financial policy research products developed and disseminated, 167%		4		
	25 RMCs that have benefitted from financial and debt management technical support, 83%		3		
	198 RMC officials trained in implementation of gender-sensitive policy and strategies, 110%		4		
	150 parliamentarians trained on effective financial governance oversight, 125%		4		
	2 workshops organized to discuss common financial governance principles in ECOWAS region, 100%		4		
	11 transitional countries supported in policy formulation and implementation, 183%		4		

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
	984 public sector officials trained in transitional countries, 164%		4	
	Component 2: Improving regional integration, intra-regional trade and Africa's share in global trade			
	2 RECs capacity building action plans developed including for RECS with most transition states, 100%		4	
	11 AGOA Country Case Studies published, 100%		4	
	2 Africa Capacity Reports (ACR) published, 200%		4	
	10 Agenda 2063 national capacity needs assessment developed, 100%		4	
	2 RECs supported to develop trade policy guidelines for cross-border infrastructure, 100%		4	
	6 parliamentary dialogues / consultations on regional trade, security and agricultural policies organized, 300%		4	
	4 research products on innovative methods for financing regional infrastructure developed, 100%		4	
	Overall output performance rating	3	3	.
	Development objective (DO)			
	Development objective rating	3	3	
	Beneficiaries			
	611 trained Central Bank Officials, Officials from Ministries of finance/planning and other ministries			

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments	
	150 Parliamentarians				
	984 Public Sector officials from relevant ministries and central bank in States faced with fragile situations				
	Unanticipated outcomes (positive or negative not considered in the project logical framework) and their level of impact on the project (high, moderate, low)				
	Institutional development	N/R	N/R	not rated	
	Gender	N/R	N/R	not rated	
	Environment & climate change	N/R	N/R	not rated	
	Poverty reduction	N/R	N/R	not rated	
	Private sector development	N/R	N/R	not rated	
	Regional integration	N/R	N/R	not rated	
	Other (specify)				
EFFECTIVENESS OVERALL SCORE		3	3		
EFFICIENCY	Timeliness (based on the initial closing date)	3	3		
	Resource used efficiency	N/R	N/R		
	Cost-benefit analysis	N/R	N/R		
	Implementation progress (from the IPR)	3	3		
	Other (specify)				
OVERALL EFFICIENCY SCORE		3	3		
SUSTAINABILITY	Financial sustainability	3	3		
	Institutional sustainability and strengthening of capacities	3	3		
	Ownership sustainability and of partnerships	3	3		
	Environmental and social sustainability	N/R	N/R		

Criteria	Sub-criteria	PCR work score	IDEV review	Reasons for deviation/comments
<p>*The rating of the effectiveness component is obtained from the development objective (DO) rating in the latest IPR of the project (see Guidance Note on the IPR).</p> <p>The ratings for outputs and outcomes are determined based on the project's progress towards realizing its targets, and the overall development objective of the project (DO) is obtained by combining the ratings obtained for outputs and outcomes following the method defined in the IPR Guidance Note. The following method is applied: Highly satisfactory (4), Satisfactory (3), Unsatisfactory (2) and Highly unsatisfactory (1).</p>				

Criteria	Sub-criteria	PCR Work score	IDEV review	Reasons for deviation/comments
BANK PERFORMANCE	Proactive identification and resolution of problems at different stage of the project cycle		3	The Bank followed a participatory approach and it was active in design and implementation stages
	Use of previous lessons learned from previous operations during design and implementation		3	The design development was informed by the processes and outcomes of the ACBF's SMTP III and the lessons learnt from the previous Bank funded projects.
	Promotion of stakeholder participation to strengthen ownership		3	The Bank followed a participatory approach involving ACBF heavily in design to strengthen ownership and accountability.
	Enforcement of safeguard and fiduciary requirements		3	The Bank enforced the safeguards and fiduciary requirements
	Design and implementation of Monitoring & Evaluation system		3	Utilizing mainly ACBF's M&E system
	Quality of Bank supervision (mix of skills in supervisory teams, etc)		3	The Bank conducted supervision missions, lessons were learned, and adequate guidance was given to improve project implementation.
	Timeliness of responses to requests		3	The Bank was responsive and timely to queries raised by ACBF and its partners.
OVERALL BANK PERFORMANCE SCORE			3	
BORROWER PERFORMANCE	Quality of preparation and implementation		4	The Bank's team conducted rigorous project appraisal in collaboration with ACBF. ACBF's Third Strategic Medium Term (SMTP III) provided the framework for building capacity of RMCs and regional institutions.
	Compliance with covenants, agreements and safeguards		3	Compliance with covenants, agreements and safeguards including environmental safeguards was generally satisfactory.
	Provision of timely counterpart funding		UTR	no data
	Responsiveness to supervision recommendations		4	Responsive to the Bank supervision findings and recommendations, and timely submitted progress reports.
	Measures taken to establish basis for project sustainability		3	Through adoption of strategic medium-term plans for the benefit of capacity building. ACBF forms partnerships with other capacity building agencies in Africa

				and makes use of its network of Think-tanks and Research Institutes for delivering on some of the activities.
	Timeliness of preparing requests		UTR	no such specific information
OVERALL BORROWER PERFORMANCE SCORE			4	
PERFORMANCE OF OTHER STAKEHOLDERS	Timeliness of disbursements by co-financiers			
	Functioning of collaborative agreements			
	Quality of policy dialogue with co-financiers (for PBOs only)			
	Quality of work by service providers			
	Responsiveness to client demands			
OVERALL PERFORMANCE OF OTHER STAKEHOLDERS			N/A	
The overall rating is given: HS, S, US and HUS.				
(i) Highly satisfactory (HS) : 4				
(ii) Satisfactory (S) : 3				
(iii) Unsatisfactory (US) : 2				
(iv) Highly Unsatisfactory (HUS): 1				

DESIGN, IMPLEMENTATION AND UTILIZATION OF MONITORING AND EVALUATION (M&E)

Criteria	Sub-criteria	IDEV Score	Comments
M&E DESIGN	M&E system is in place, clear, appropriate and realistic	3	The M&E adopted was based on reasonably specified results based logical framework (RLF)
	Monitoring indicators and monitoring plan were duly approved	3	The RLF in the appraisal report identifies the key output and outcome indicators, and the means of verification (ACBF's annual and semi-annual reports).
	Existence of disaggregated gender indicator	3	The gender disaggregation differs by activities.
	Baseline data were available or collected during the design	2	The tracking of performance before and after necessitated baseline data (implied in the M&E reports)
	Other, specify		
OVERALL M&E DESIGN SCORE		3	
M&E IMPLEMENTATION	The M&E function is adequately equipped and staffed	3	ACBF's M&E system was in place and adequately functioning.
OVERALL M&E IMPLEMENTATION SCORE		3	

Criteria	Sub-criteria	IDEV Score	Comments
M&E UTILIZATION	The borrower used the tracking information for decision	3	ACBF produces semi-annual reports on performance in outputs and annual reports on outcome performance.
OVERALL M&E UTILIZATION SCORE		3	
OVERALL M&E PERFORMANCE SCORE		3	Satisfactory in design, implementation and use

PCR QUALITY EVALUATION

Criteria	PCR-EVN (1-4)	Comments
QUALITY OF PCR		
1. Extent of quality and completeness of the PCR evidence and analysis to substantiate the ratings of the various sections	3	Covered all the evaluation dimensions. Informed largely by the PCR evaluation guidance
2. Extent of objectivity of PCR assessment score	3	Largely empirical based and objective
3. Extent of internal consistency of PCR assessment ratings; inaccuracies; inconsistencies; (in various sections; between text and ratings; consistency of overall rating with individual component ratings)	3	Scoring and associated narrative are mostly consistent with the PCR guidance.
4. Extent of identification and assessment of key factors (internal and exogenous) and unintended effects (positive or negative) affecting design and implementation	3	Some influential factors identified presumably through field observations and expert knowledge
5. Adequacy of treatment of safeguards, fiduciary issues, and alignment and harmonization	3	Covered adequately on performance in safeguards and fiduciary requirements.
6. Extent of soundness of data generating and analysis process (including rates of returns) in support of PCR assessment	3	Data required for monitoring output and outcome performance were generated
7. Overall adequacy of the accessible evidence (from PCR including annexure and other data provided)	3	Through published ACBF's semi-annual and annual reports
8. Extent to which lessons learned (and recommendations) are clear and based on the PCR assessment (evidence & analysis)	3	Some lessons are traceable to the project's experience.
9. Extent of overall clarity and completeness of the PCR	3	Satisfactory
Other (specify)		
PCR QUALITY SCORE	3	Satisfactory
PCR compliance with guidelines (PCR/OM ; IDEV)		
1. PCR Timeliness (On time = 4; Late= 1)	4	

2. Extent of participation of borrower, Co-financiers & field offices in PCR preparation***	3	Borrower
3. Other aspect(s) (specify)		
PCR COMPLIANCE SCORE	4	
*** rated as Highly satisfactory (4), or Satisfactory (3), or Unsatisfactory (2), or Highly unsatisfactory (1)		

List of References

African Development Bank Group. 2020. Regional: Support to the African Capacity Building Foundation for Strategic Medium-Term Plan (SMTP III) Phase II. Project Completion Report for Public Sector Operations. January

African Development Bank Group. 2018. Regional: Support to the African Capacity Building Foundation for Strategic Medium-Term Plan (SMTP III) Phase II. Implementation Progress and Results Report (IPR). October.

African Development Fund. 2016. Regional: Support to the African Capacity Building Foundation for Strategic Medium-Term Plan (SMTP III) Phase II. Project Appraisal Report. June.