



AfDB on the move

Evaluation of ADF and GCI related commitments and reforms



Looking forward



Roadmap

1. Background
2. What we are learning?
3. Unfinished journeys...

Roadmap

The background of the slide is a detailed topographical map. Overlaid on the map are several items: a green rectangular sign with rounded corners and a black border, which contains the word 'Roadmap' in white; a silver and black compass with a yellow face; two black pens with blue and red tips; and a silver divider. The sign is supported by two black vertical lines.

1. Background

2. What we are learning?

3. Unfinished journeys...

Background



A: Overarching review of commitments, processes, delivery, implementation



B: Policy and strategy making and implementation



C: Administrative budget management



Similar approach in all three cases



**Both GCI and ADF stakeholder
demand for an independent view**

HISTORY

**IDEV received some additional financial support
from the UK and Canada**

Four main sets of
questions to address

Relevance

Efficiency

Effective-
ness

Lessons

A mixed basket of
methods to do so

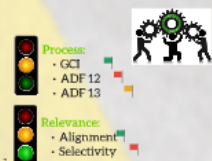


A: Overarching review FINDINGS

Review of commitments GCI VI, ADF 12 and 13



- Over 100 commitments
- Distinction between delivery & implementation





Process:

- GCI
- ADF 12
- ADF 13



Relevance:

- Alignment
- Selectivity





Delivery:

- GCI
- ADF 12
- ADF 13

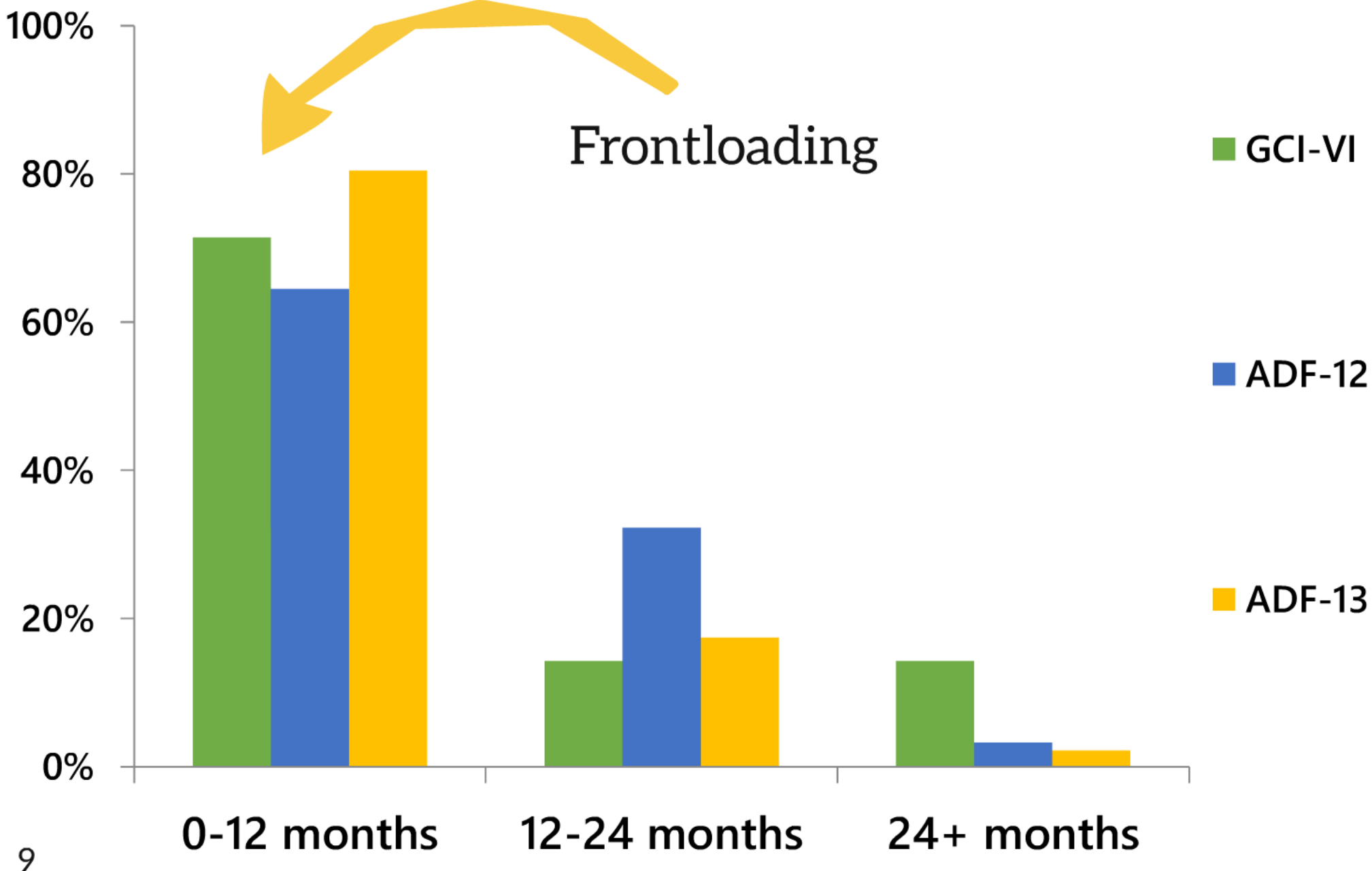


Timeliness:

GCI and ADF 12

For ADF 13 majority on schedule.





Implementation



(i) Achievement of change to date



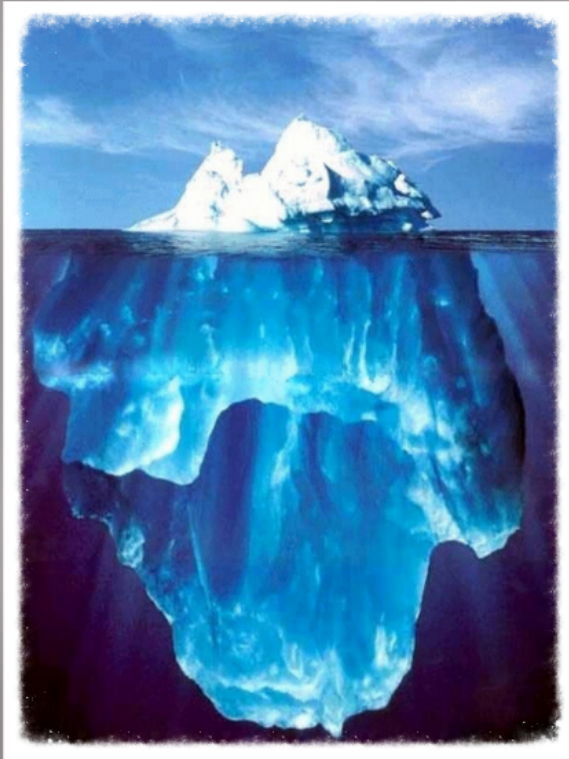
(ii) Direction of travel





Issues grouped into five baskets when looking at implementation - with a "reconstructed" intended outcome

But, we are only touching the surface...



Only partial view of
implementation



Other evaluations
provide "deep dive"

A: Recommendations

1: Fewer and more strategic commitments, realistic timelines, estimated costs.

2: Monitoring and managerial accountability for continued implementation, not only delivery.

3: Revisiting the process.

4: Seek early Board ownership .

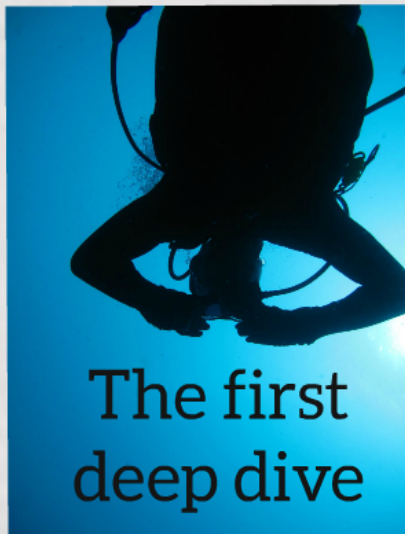
For both ADF & GCI

For ADF



B: Policies & Strategies

Policy and strategy making and implementation



The first deep dive



The overall suite



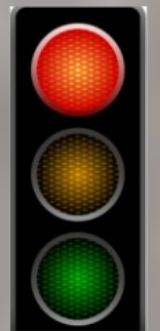
Coverage



Clarity - purpose
& content

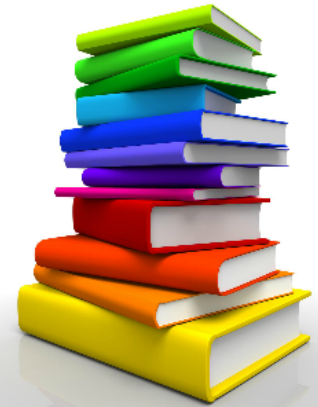


Management
of the suites

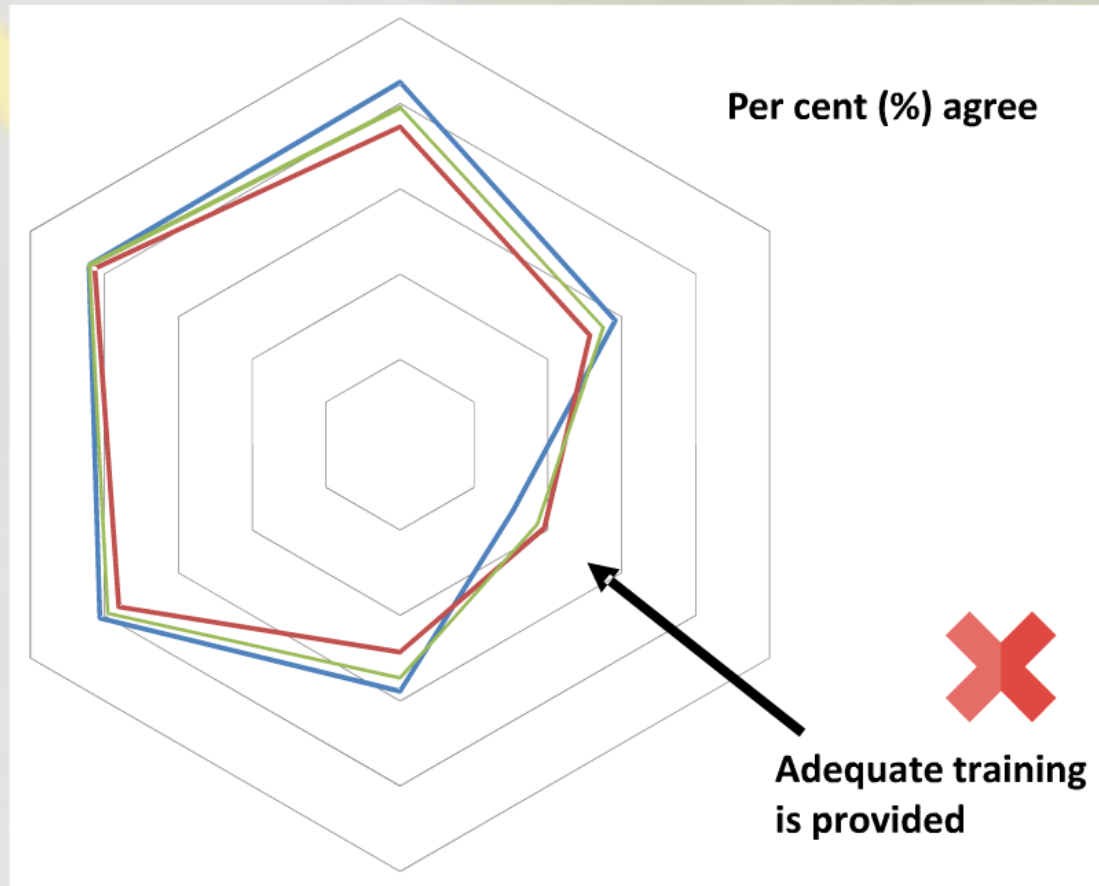
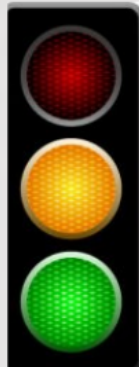


Implementation

Dissemination Implementation
support



Drivers of
change

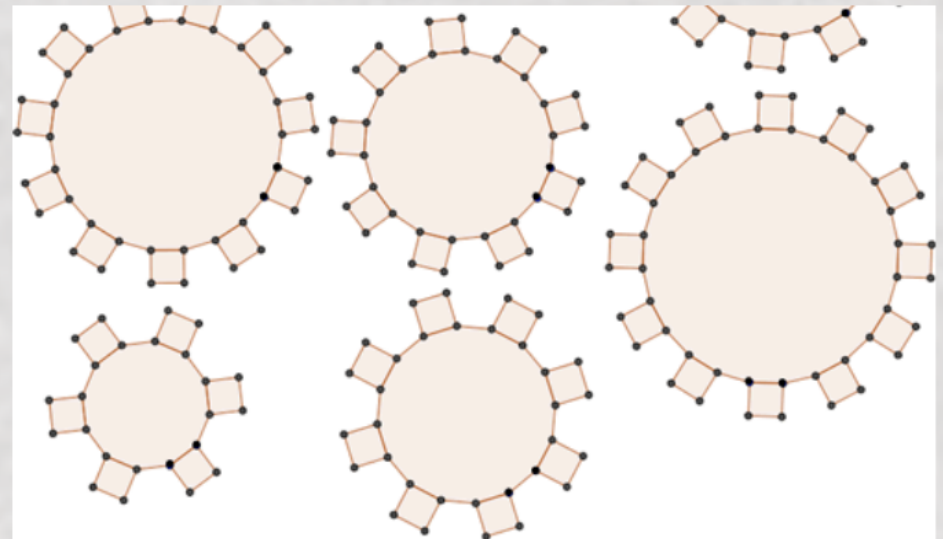


C: Budget management

Management of the administrative budget



Second
deep dive



Systems in place,
but not connecting





22,000 days on
a small slice of
the pie



Implementation of budget reforms

Two steps forward
and one step back,
both for efficiency
and effectiveness.

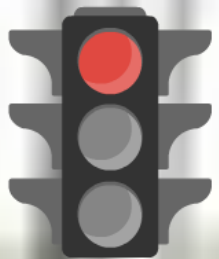
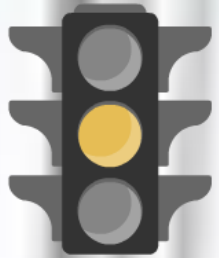
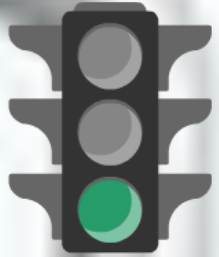


Reform
Fatigue?



Recurring Themes

- Disconnect between target timelines and reality; & between level of ambition and resources and championing provided to implement.
- Processes and the role of the Board.
- Focus of accountability still on delivery, rather than implementation.
- Variable investment in detailed planning, project management for full implementation.



The AfDB is an organization on the move.

It does deliver, though tends to take longer than expected.

The challenge to go from reliable delivery ... to consistent implementation.

Looking forward

For ADF contributors:

How to provide an enabling environment to refocus on full implementation?

For the Bank:

How in practical terms to ensure reforms and strategies are fully implemented?

For IDEV:

More deep-dive evaluations?
Possible options include: the People Strategy, data governance, self evaluation.

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