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

IDEV received some additional financial support from the UK and Canada
Four main sets of questions to address

- Relevance
- Efficiency
- Effectiveness
- Lessons

A mixed basket of methods to do so
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
Implementing a sound policy and strategic framework into five baskets

Issues grouped

"reconstructed"

- intended outcome

outcomes

- with a

measuring

results

managing

quality

operations

ensuring

financial

management

Sound financial management

Building effective institution for delivery
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.
Policy and strategy making and implementation

Review of lists and database searches of over 300 documents

73 qualifying documents

43 policies

26 strategies

4 hybrids

The first deep dive
The overall suite

Coverage

Clarity - purpose & content

Management of the suites
Implementation

Dissemination
Implementation support
Drivers of change

Per cent (%) agree
Adequate training is provided
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.
AfDB on the move

Evaluation of ADF and GCI related commitments and reforms