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EVALUATION OF THE PARTNERSHIPS OF THE AFRICAN DEVELOPMENT BANK GROUP

2008–2019

Volume II: Technical Annexes

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AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE DE DÉVELOPPEMENT

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List of Acronyms and Abbreviations

ACFA	Accelerated Co-Financing Facility for Africa
ACSP	African Carbon Support Program
ADF	African Development Fund
ADFI	Africa Digital Financial Inclusion Facility
AfCOP	African Community Practice
AFD	Agence Française de Développement
AfDB	African Development Bank Group
AFT	Agriculture Fast Track Fund
AfTra	Africa Trade Fund
AGTF	Africa Growing Together Fund
AIF	Africa Integrity Fund
ALSF	African Legal Support Facility
APRM	Africa Peer Review Mechanism
AsDB	Asian Development Bank
ATF	Africa Trade Facility
ATRS	Activity Time Recording System
AWF	African Water Facility
BDEV	Independent Development Evaluation
BPPS	Bank-Wide Program Processing Schedule
BTF	Bilateral Trust Fund
C&C	Coordination & Cooperation Partnership
CAS	Country Assistance Strategy
CBFF	Congo Basin Forest Fund
CF	Co-financing (Agreement)
CIF	Climate Investment Fund
CSO	Civil Society Organization
CSP	Country Strategy Programme
CTF	Clean Technology Fund
DBDM	Development and Business Delivery Model
DFI	Development Finance Institution
DFID	United Kingdom Department for International Development
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECG	Evaluation Cooperation Group
ECOWAS	Economic Community of West African States
ECREEE	Centre for Renewable Energy and Energy Efficiency
EIB	European Investment Bank
EITI	Extractive Industries Transparency Initiative
EOI	Expression of Interest
EPSA	Enhanced Private Sector Assistance
ESS	Environmental, and Social Safeguards
ESW	Economic and Sector Work
EU	European Union
FAPA	Fund for African Private Sector Assistance
FIRM	Resource Mobilization and Partnerships Department
FIST	Syndication, Co-financing, and Client Solutions Department
FIVP	Finance Vice-Presidency
FRMB	Resource Mobilization and External Finance Department
FP	Financing Partnership
GAFSP	Global Agriculture and Food Security Program
GCF	Green Climate Fund
GEF	Global Environment Fund
HQ	Headquarters
ICA	Infrastructure Consortium for Africa
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFI	International Financial Institution
IMF	International Monetary Fund
IsDB	Islamic Development Bank
JAEI	Japan-Africa Energy Financing Facility
JICA	Japan International Cooperation Agency

KASP Knowledge, Advisory Services, and Policy Dialogue
KMS Knowledge Management Strategy
KOAFEC Korea Africa Economic Cooperation
LIC Low-Income Country
M&E Monitoring and Evaluation
MDB Multilateral Development Bank
MDTF Multi-Donor Trust Fund
MENA Middle East and North Africa
MfDR Managing for Development Results
MIC Middle-Income Country
MOPAN Multilateral Organization Performance Assessment Network
MoU Memorandum of Understanding
MTS Medium-Term Strategy of the AfDB Group
NEPAD New Partnership for Africa's Development
NEPAD-IPPF Infrastructure Project Preparation Facility
NFP Non-Financing Partnership
NGO Non-Governmental Organization
NSE Non-sovereign Entity
NTCF Nigeria Technical Cooperation Fund
NTF Nigeria Trust Fund
OECD Organization for Economic Cooperation and Development.
OECD-DAC Organization for Economic Cooperation-Development-Development Assistance Committee
OPEV Operations Evaluation Department (now BDEV)
ORMU Resource Mobilization Unit
ORRU Partnerships and Cooperation Unit
PAGODA Pillar Assessed Grant or Delegation Agreement
PCR Project Completion Report
PHRDG Policy and Human Resources Development Grant
PIDA Program for Infrastructure Development in Africa
PPP Public-Private Partnership
PSO Private Sector Operation
RBM Results-based Management
REC Regional Economic Community
RMC Regional Member Country
RMF Results Measurement Framework
RWSSI Rural Water Supply and Sanitation Initiative
SCP Standing Committee on Partnerships
SDG Sustainable Development Goal
SEFA Sustainable Energy Fund for Africa
SMCC Senior Management Coordination Committee
SME Small and Medium Enterprise
TCFR Technical Cooperation Fund Reform
TF Trust Fund
TM Task Manager
ToC Theory of Change
TOR Terms of Reference
TTF Thematic Trust Fund
TYS AfDB's Ten-Year Strategy
UA Unit of Account
UK United Kingdom
UN United Nations
UNDP United Nations Development Programme
UNECA United Nations Economic Commission for Africa
UNWOMEN United Nations Entity for Gender Equality and the Empowerment of Women
USD United States Dollar
VfM Value for Money
WB World Bank
WHO World Health Organization

Annex 1. Mapping the Bank's partnerships

Partnerships are collaborative relationships aimed at achieving mutually agreed objectives, with different degrees of intensity and formality. In the context of this evaluation, the relationships that qualified as partnerships only included those initiatives in which the Bank was engaged with other partners, and that were not under the sole management and governance of the Bank. The principle of mutual objectives and resources is inherent to partnerships. Following the mapping exercise, those initiatives that the Bank had erroneously identified as partnerships[1] were removed from the initial population of partnerships, bringing the total number down from 89 to 75. The main criteria included: (i) the existence of a formal partnership agreement; (ii) the presence of one or more external parties in the governance structure; and (iii) the use of joint resources.

Creation of partnerships: The Bank managed 75 partnerships during the review period. In addition to the 24 partnerships that existed prior to 2007, the Bank entered into 32 new partnerships in the 2008–2012 period. From 2013 and 2019, the Bank signed an additional 19 partnerships. Collectively, the Bank has 44[2] trust funds (TFs), covering both financing partnerships (FPs) and non-financing partnerships (NFPs), while the number of its co-financing (CF) facilities stands at 17. Of the 75 partnerships, 47 are FPs (TF and CF), while the remaining 28 are NFPs.

Financing partnerships include 35 percent CF facilities (17) and 65 percent TFs (30). Within co-financing, three are global funds in which the Bank is an implementing partner.[3] Trust funds are dominated by thematic[4] trust funds (TTFs) at 50 percent, followed by bilateral trust funds (BTFs) at 33 percent, while special funds and global funds account for 13 percent and 4 percent, respectively.

Non financing partnerships are made up primarily of C&C partnerships (43 percent). They also include some BTFs, at 25 percent, and TTFs at 18 percent, which provide both policy and technical assistance, and knowledge and advisory services. The remaining partnerships are KASPs, at 11 percent, and global funds at 4 percent. The examples of partnerships in Table A1.1 are presented randomly.

Table A1.1: Examples of active partnerships during 2008–2019

Year	Name	Type	Year	Name	Type
2008	Canadian Grant for Technical Assistance	BTF	2015	Bill & Melinda Gates Foundation	BTF
2008	Congo Basin Forest Fund	Other Fund	2017	EU PAGODA	CF
2008	Korea Africa Economic Cooperation Co-Financing Facility	CF	2015	Africa Growing Together Fund	BTF/CF
2013	Agriculture Fast Track Fund	TTF	2019	Africa Digital Financial Inclusion Facility	Other Funds/Global Fund

[2] Specifically, this comprises 17 BTFs, 20 TTFs, four special funds, and three global funds.
[3] These are the Climate Investment Fund (CIF), the Green Climate Fund (GCF), and the Global Environment Facility (GEF).
[4] TTFs are used interchangeably with MDTFs throughout this report.

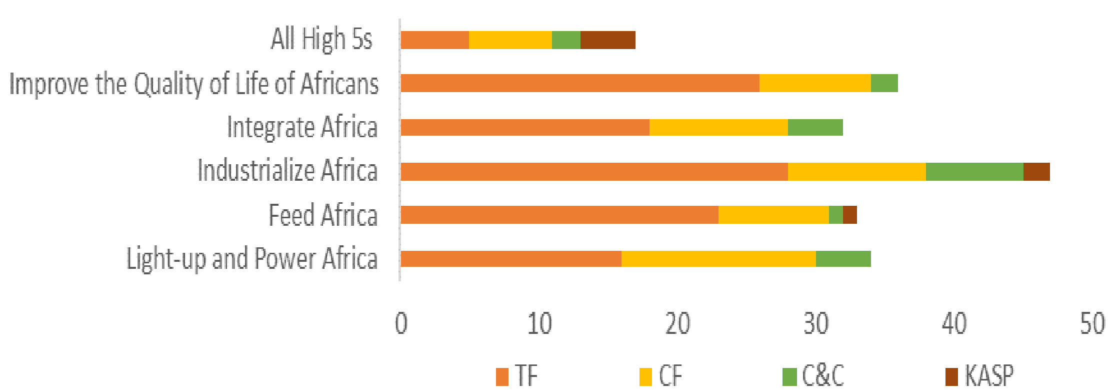
Other Bank-wide initiatives: Beyond the 75 partnerships discussed above, the Bank also engages in other initiatives to promote its partnership objectives. Table A1.2 below highlights some of these initiatives. While they usually start as Bank-led initiatives, they can potentially lead to the creation of new partnerships with other contributing organizations.

Table A1.2: Examples of Bank-wide initiatives		
Name of Initiative	**Type**	**Year**
African Women in Business Initiative (AWIB)	C&C	2004
Africa Investment Forum (AIF)	CF	2018
AFAWA	CF	2019

Umbrella partnerships: A subset of the Bank's partnerships have multiple components comprising both financing and non-financing facilities. Examples of these partnerships programs are: (i) the Enhanced Private Sector Assistance (EPSA) Initiative; (ii) the Climate Investment Fund; (iii) the EU-Africa Investment Platform (PAGODA) Regimes; and (iv) Korea–Africa Economic Cooperation (KOAFEC).

Alignment with the High 5s: Partnerships can be aligned to one, or more than one, of the High 5s depending on their development objectives. Most partnerships cover more than one priority, while only a limited number cover all five concurrently. Of the 75 partnerships, 47 focused on Industrialize Africa, 36 on Improve the Quality of Life of Africans, 34 on Light Up and Power Africa, 33 on Feed Africa, and 32 on Integrate Africa. Only 17 partnerships covered all the High 5s. Figure A1.1 shows the types of partnership supporting each High 5.

Figure A1.1: Partnerships structure by High 5

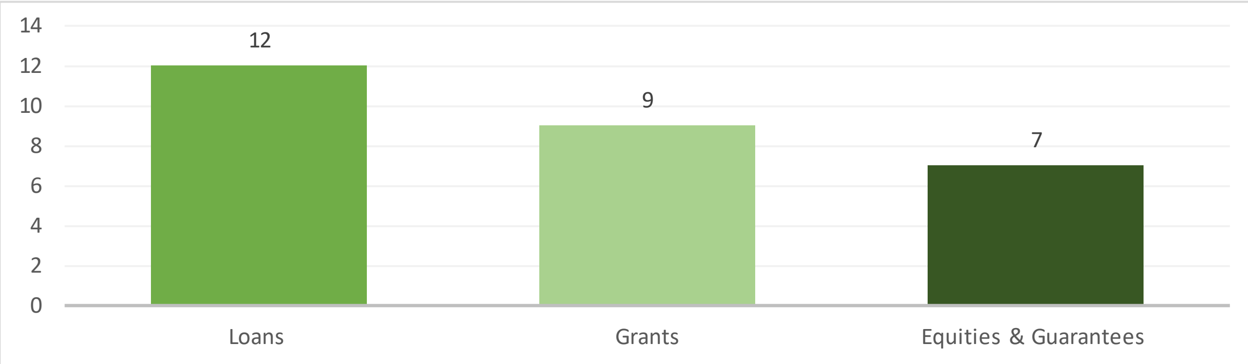


1.1. Co-financing

Co-financing facilities: The Bank's co-financing facilities cover its High 5s priority areas and cross-cutting themes such as climate change and green growth. However, infrastructure, specifically the energy and transport sectors, is the main focus of the portfolio. The Bank is a signatory to 17 CF arrangements with a cumulative financial value of US$30,857 million. The Green Climate Fund (GCF), the Japan-Africa Energy Financing Facility (JAEI), and the Accelerated Co-Financing

Facility for Africa (ACFA) are the largest given the size of their funding envelopes.[5] The oldest CF facility is the Nigeria Trust Fund (NTF) (1976), while the newest is the Africa Digital Financial Inclusion (ADFI) facility established in 2019. The figure below shows the Bank's CF facilities by type of financing instrument used. Co-financing agreements are predominately bilateral with, for example, the NTF (Nigeria), EPSA (Japan), AGTF (China), and PAGODA (EU). Such frameworks are also in place with other Multilateral Development Banks (MDBs), such as the recent Boost Africa Initiative under Jobs for Youths in Africa, with the European Investment Bank (EIB).

Figure* A1.*2: Disaggregating co-financing facilities by instruments



In addition to **bilateral co-financing**, the Bank also benefits from the co-financing provided by **global programs** such as the Climate Investment Fund (CIF), the Global Environment Facility (GEF), and the Green Climate Fund (GCF). The Bank's CF facilities can finance projects with a blend of loans, grants, equities, guarantees, or loans and grants as standalone operations. Out of the 17 CF facilities, seven provide equity and guarantees co-financing, while 12 and nine provide concessional loans and grants, respectively (Figure A1.2).

Ad-hoc co-financing: Beyond these specific agreements signed by the Bank, co-financing is a routine activity in Bank operations. The Bank engages in parallel CF activities of projects in client countries with other development partners. For instance, CF is mandatory for all non-sovereign transactions[6] without being linked to agreements signed by the Bank.

The performance status of co-financing is measured using the Bank Group's Traffic Light System, which ranks the implementation rate within a predefined range. From 2016, the Bank started monitoring the co-financing KPI as a multiplier. For example, while the target in 2016 was 1:3, the achievement was 1.6. Similarly, the target for 2017 was 1:3, while its achievement was 1:2.5. For comparability, the evaluation team has converted this ratio into an actual financial value based on the information available.

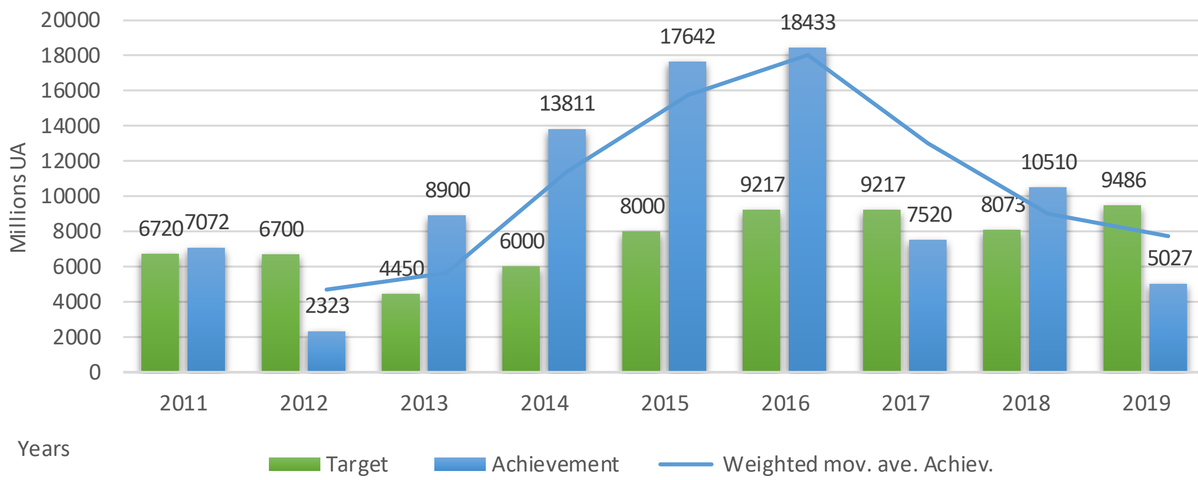
Cumulative co-financing (active and passive) leveraged by the Bank's public and private sector operations between 2011 and 2019 stood at UA 65,285 million, averaging an annual financial leveraging effect of UA 9,326 million and an implementation rate of 148 percent. The performance of the Bank in leveraging additional development finance varied over the period. For instance, it

5 It should be noted that the size of the funding envelope for a CF facility does not imply its utilization by the Bank.

[6] The Bank can only finance up to one-third of any operation with a private sponsor.

recorded the most co-financing in 2015, leveraging UA 17,642 million against a target of UA 8,000 million, representing an implementation rate of 294 percent. However, in 2012 and 2019, the Bank recorded the lowest leveraging effect—UA 2,323 million and UA 5,027 million—representing 35 and 53 percent implementation rates, respectively (Figure A1.3).

Figure A1.3: Evolution of total co-financing performance 2011–2019 (UA million)



Source: Prepared by Evaluation Team from Bank Group's Budgets and Performance (2008 to 2018) and FIST.

Although the leveraging effect of CF in the Bank is positive, the systematic lack of data limits the overall assessment of the leveraging by the Bank. The proportion of the Bank's CF varies per CF facility. For instance, while the Bank co-financed US$295 million (or 55.23 percent) of projects under the NTF between 2009 and 2016, its share of CF in the Africa Growing Together Fund (AGTF) was US$2.08 billion (or 66.98 percent) between 2008 and 2018. Similarly, the Bank used US$689.52 million from the Accelerated Co-Financing Facility for Africa (ACFA) to leverage US$4.25 billion (or 60.83 percent) over the period 2008–2018.

1.2. Trust Funds

Evolution of TFs: From 2008 to 2019, 49 TFs operated in the Bank. The Bank recorded an increase in TFs creation over the period 2008–2012 as compared to the period 2013–2019. Following 2013, the total number of BTFs decreased compared with TTFs. TTFs steadily increased from eight in 2008 to 28 in 2019. BTFs declined from 19 in 2008 to 14 in 2019. TFs reached a peak in 2018 with a total of 49 active TFs.

Table A1.3: Examples of TTFs in 2019

N°	Partnership	N°	Partnership
1	Africa Climate Change Fund (ACCF)	4	NEPAD Infrastructure Project Preparation Facility (IPPF)
2	African Water Facility Fund (AWF)	5	Rural Water Supply & Sanitation Initiative (RWSSI)
3	Agriculture Fast Track Fund (AFT)	6	Sustainable Energy for Africa (SEFA)

Source: Portfolio analysis/Report on TFs, 30 June 2019, FIRM.

Thematic Trust Funds: TTFs are a pool of resources from at least two development partners that cover a thematic area. TTFs accounted for 72 percent of the total cumulative TF resources. The Bank held 24 active TTFs as at the end of 2019 (see Table A1.3 for some examples). Some TTFs have closed, such as the Governance Trust Fund (GTF), or are in the process of closing, for example, the Migration and Development Trust Fund.

Bilateral Trust Funds: BTFs are partnerships funded by one development partner but that benefit a wide range of sectors or specific themes of interest to the partner and the Bank. BTFs accounted for 12 percent of total cumulative TF resources. Table A1.4 shows some examples.

Table A1.4: Examples of BTFs in the Bank in 2019

N°	Partnership	N°	Partnership
1	Bill & Melinda Gates Foundation	4	Japan Policy and Human Resources Dev. Grant
2	Canada Technical Cooperation Arrangement	5	Korea KOAFEC Technical Cooperation & Secondment
3	China Grant for Technical Assistance	6	Nigeria Technical Cooperation Fund (NTCF)

Source: Portfolio analysis/Report on TFs, 30 June 2019, FIRM.

Other funds: In this "other" category of trust funds, at least two development partners are involved, and these TFs can benefit a wide range of sectors (see Table A1.5 for some examples). These are usually arrangements whereby the Bank and development partners establish a vehicle for receiving funds for a specific agreed purpose. They do not fall under the Trust Funds Policy (2006) and are not managed by the Resource Mobilization and Partnerships Department (FIRM).

Table A1.5: Examples of other funds in the Bank in 2019

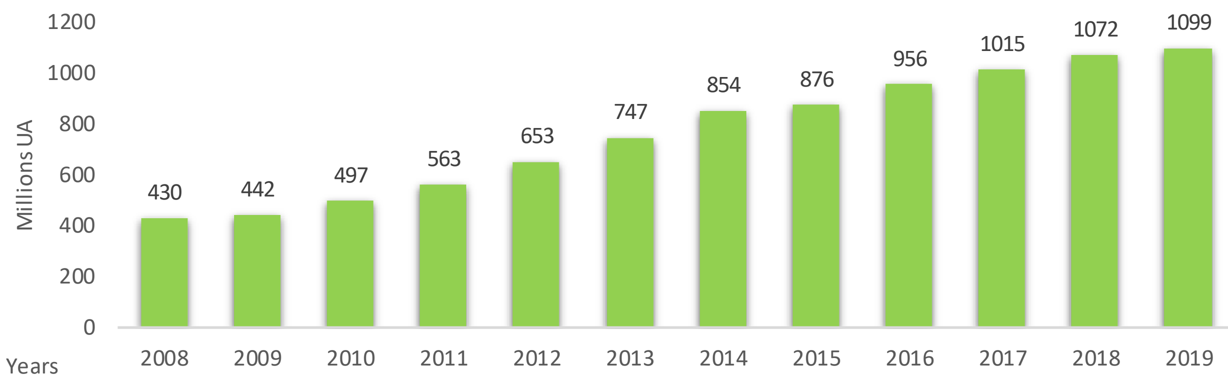
N°	Partnership	N°	Partnership
1	African Legal Support Facility (ALSF)	3	Infrastructure Consortium for Africa (ICA)
2	MENA Transition Fund	4	

Source: Portfolio analysis/Report on TFs, 30 June 2019, FIRM.

Resource mobilization: Between 2008 and 2019, the Bank recorded a 40.7 percent increase in resource mobilization through TFs. The cumulative amount received by the Bank through TFs (excluding the NTF) increased from UA 430 million to UA 1.10 billion, an increase of 155 percent in 11 years. Figure A1.4 below represents the total cumulative funds (bilateral and multi-donor) effectively received from development partners as of June 2019.[7] The amount for TTFs represents 76 percent of the total amount, while the amount for BTFs represents 15 percent of the total amount. Finally, the amount for other TFs represents 9 percent of the total amount received during the period 2008–2019.

7 It does not include interest and investment income, currency exchange gains and contributions by the Bank and co-financing. Due to rounding off, figures presented may not add up to the total.

Figure A1.4: Cumulative contributions effectively received from development partners since 2008 (UA million)

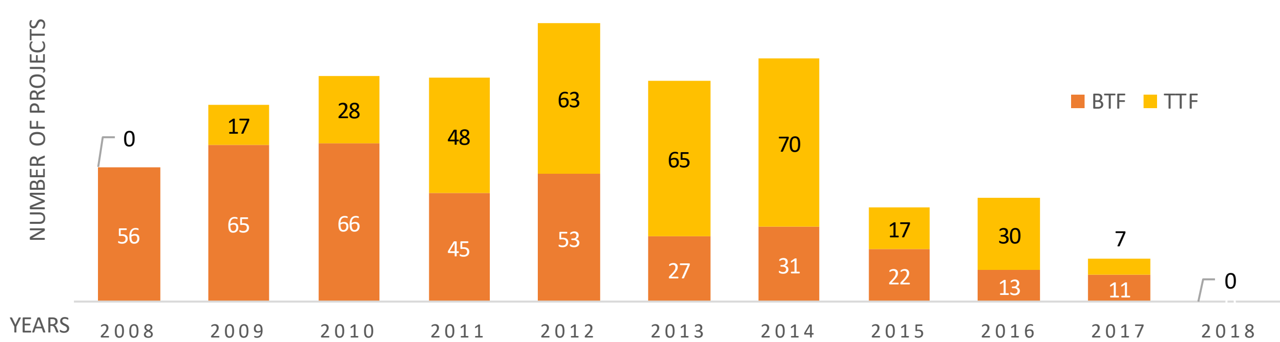


Sources: Retrospective review report on Bank Group budgets and work program performance (2008–2019)
Trust Funds Highlights as on 30 June 2019 from FIRM Department

Overview of contributors: Non-RMCs are the main contributors to TFs. The United Kingdom ranked as the largest development partner of TTFs in 2018, with UA 108 million, while the Rep. of Korea was the largest development partner of BTFs in 2018, with UA 60 million. One RMC, Nigeria, with UA 21 million in the NTF and the NTCF, is also among the top three development partners of BTFs. Among non-sovereign entities, the most significant contributor to TFs is the Bill and Melinda Gates Foundation, with a contribution of about UA 24.57 million to the Africa Digital Financial Inclusion Fund. At the same time, the multilateral development institution that contributed the most to TFs in 2018 was the European Commission, with a contribution of about UA 39 million, intended for the Somalia Infrastructure Trust Fund (UA 35 million) and the African Legal Support Facility (ALSF) (UA 4 million).

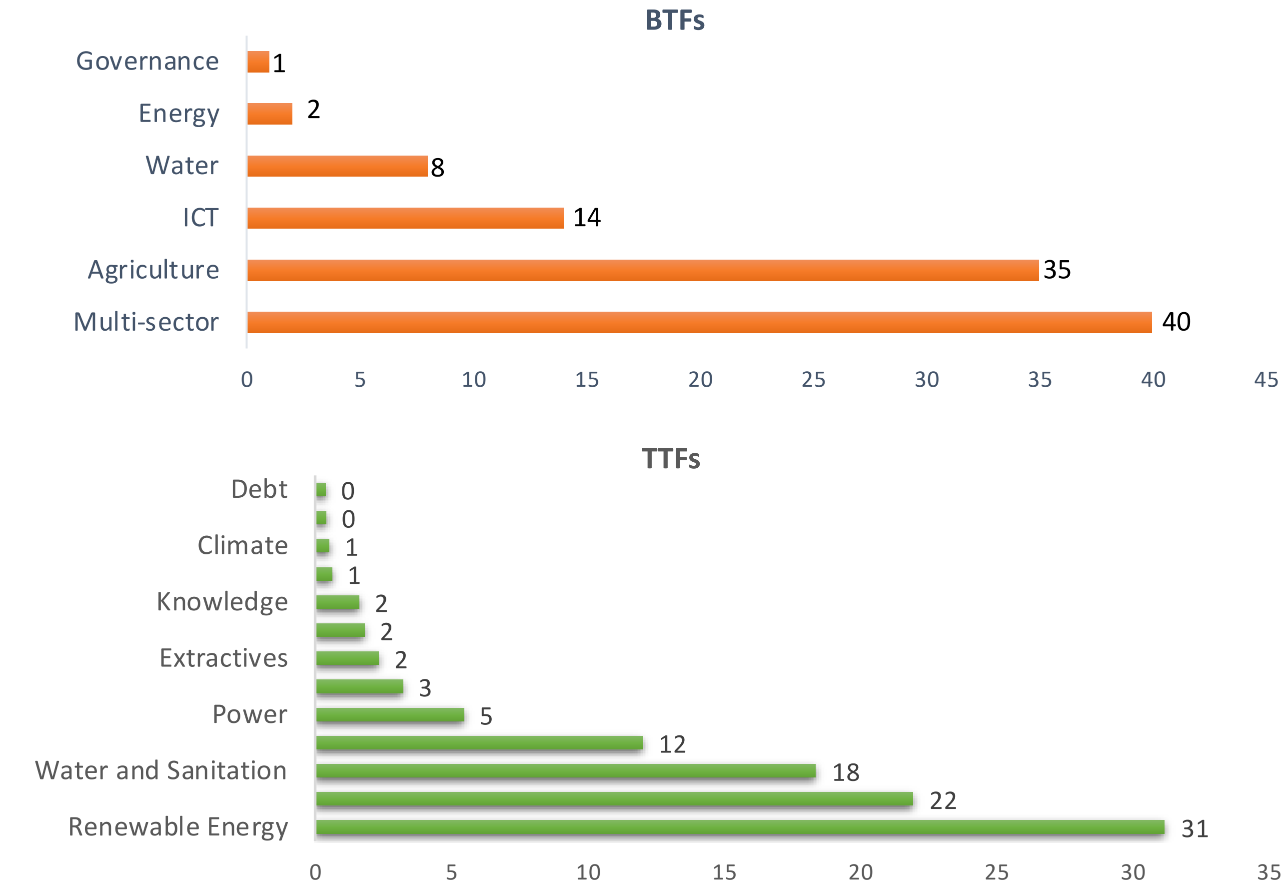
Project approvals: From 2013 to 2018, the number of projects financed via TFs decreased compared with the period 2008–2012. It is also observed that, from the implementation of the AfDB's long-term strategy in 2013, the number of projects financed by BTFs declined by half, while the number funded by TTFs increased (see Figure A1.5).

Figure A1.5: Number of projects approved by BTFs/TTFs, 2008–2018



Source: Retrospective review of the administrative and capital expenditure budgets and performance (2008–2018)

Figure A1.6: BTF and TTF approvals by sector in % (in 2018)



Source: Retrospective review of the administrative and capital expenditure budgets and performance (2008–2018)

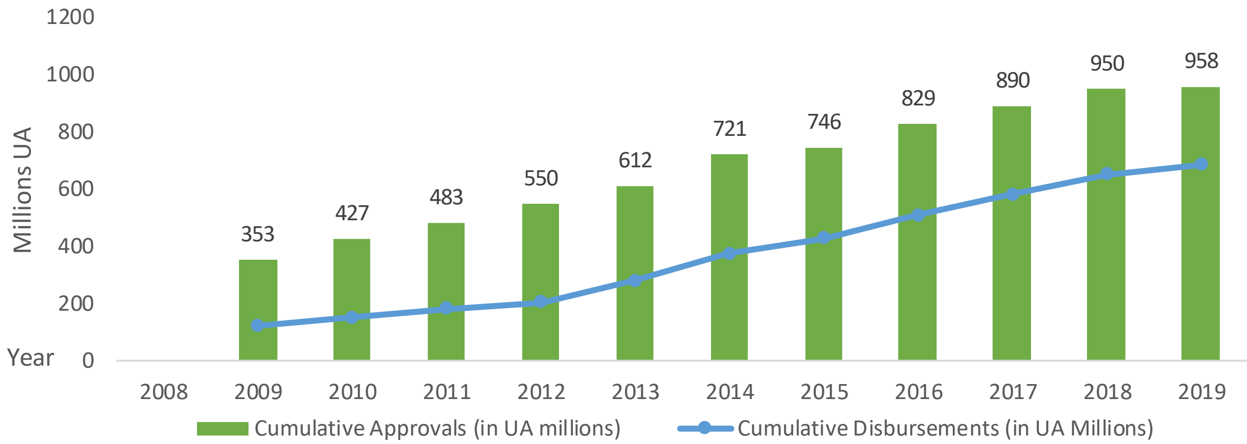
TTFs record a full spread of interventions across sectors, while BTFs appear to be focused in just a few sectors. In 2018, the sectors that received contributions from TTFs included renewable energy (31.21 percent), infrastructure (21.97 percent), water and sanitation (18.39 percent), and private sector development (12.03 percent), while sectors that received the most important contributions from BTFs were the multi-sector[8] (40 percent), agriculture (35 percent), ICT (14 percent), and water (8 percent) (see Figure A1.6). However, this difference does not seem to have any effect on the performance of each type of instrument.

The measurement of commitment/approval and disbursement rates in the Bank is weak and rather basic. TFs are better monitored than co-financing and non-financing partnerships. As of September 2010, a total of 147 operations supported by BTFs were ongoing, with a disbursement rate of 16 percent, while the commitment rate for the 10 thematic/multi-donor TFs was less than 30 percent. As of December 2018, TFs' overall disbursement rate was 69 percent, meaning an average growth rate of more than 330 percent from the 16 percent disbursement rate of BTFs in 2010. TF approvals have increased over time with an average approval rate of 80 percent, while disbursement

8 Includes Gender, Health, Transport, Capacity Building, and Social.

rates have been around 60 percent over the same period. Overall, the evaluation could not capture sufficiently granular data to assess the timeliness of the period between approvals and disbursements.

Figure A1.7: Cumulative approval vs. cumulative disbursement amounts of trust funds (2008–2019)



Source: Prepared by Evaluation Team from Bank Group's Budgets and Performance (2008 to 2018) and FIRM.

1.3. Non-financing partnerships

Non-financing partnerships are dominated by facilities that achieve coordination and cooperation through policy and technical assistance (43 percent), closely followed by BTFs (25 percent) and TTFs (18 percent) that provide both policy and technical assistance, and knowledge and advisory services. The remaining partnerships are knowledge and advisory services (11 percent) and global funds (4 percent).

Coordination and cooperation: Coordination and cooperation (C&C) partnerships include the AfDB's collaboration with one or more agencies, such as bilateral agencies, organizations with global outreach (e.g., OECD); International Financial Institutions (IFAD, ERBD and other MDBs); the United Nations; regional organizations; Private Sector/Non-Governmental Organizations (NGOs); foundations; and Civil Society Organizations (CSOs). The objectives of the AfDB's C&C partnerships include: (i) improving climate change adaptation; (ii) promoting accelerated growth and sustainable development; (iii) the provision of technical assistance on natural resource governance and fragility; (iv) supporting and accelerating inclusive and sustainable economic recovery, peace and state-building; (v) raising awareness and mobilizing critical stakeholders in the promotion of women's economic empowerment; and (vi) supporting African countries in mobilizing and taking advantage of development solutions and technical expertise available in the Global South. Table A1.6 provides some examples.

Table A1.6: Examples of C&C partnerships by category and agreement type

Partner Type	Example of Partnership	Agreement
Bilateral Agency	• Department for International Development of the United Kingdom (DFID)	MoU
International Financial Institutions	• All MDBs (EBRD, EIB, IDB, IsDB, World Bank), International Fund for Agricultural Development (IFAD)	MoU
United Nations Organizations	• United Nations Economic Commission for Africa (UNECA) • UNDP, UN Women	MoU
Foundations	• Bill & Melinda Gates Trust Fund	-

Source: Evaluation partnerships mapping/Report on TFs, FIRM as of 30 June 2019, FIRM.

Knowledge, Advisory Services, and Policy Dialogue Partnerships (KASPs): The vision of the AfDB to become the premier knowledge institution in Africa in the areas of its mandate is enshrined in its Knowledge Management Strategy (KMS) for 2015–2020. KASPs have two primary purposes. The first is to add technical content to the AfDB's interventions and facilitate innovation. The second is to enable exchange and learning on best practices, and to inform policy engagement, to allow for mainstreaming and scaling up of the AfDB's interventions. Table A1.7 shows some examples.

Table A1.7: Examples of KASPs by category and agreement type

Partner Type	Example of Partnership	Agreement
International Financial Institutions	• European Bank for Reconstruction and Development (EBRD), other MDBs	MoU
Regional Organizations	• African Capacity Building Foundation (ACBF) • West Africa Rice Development Association (WARDA)	MoU
Private Sector/Non-Governmental Organizations (NGOs)	• Alliance for a Green Revolution in Africa (AGRA) • The World Conservation Union (IUCN)	MoU
Foundations	• Dangote Foundation	MoU

Source: Evaluation partnerships mapping/Report on TFs, FIRM as of 30 June 2019, FIRM.

Table A1.8: List of co-financing partnerships

Year	Name	Type of Instrument	Sectors	Envelope
1976	Nigeria Trust Fund (NTF)	Revolving loans	All sectors, with a focus on economic development and social progress	UA 335.83 million
2006	Accelerated Co-Financing Facility for Africa (ACFA)	Loans, Grants for Technical Assistance and Capacity Building	All High 5s areas and TICAD IV priority areas: Economic diversification and industrialization; and Health	US$3 billion
2007	Global Environment Facility (GEF)	Grants, Concessional Loans	Infrastructure (Energy, Transport) Green Growth, Environment, Climate Change, Agriculture	US$2.4 billion
2007	African Fertilizer Financing Mechanism (AFFM)	Guarantees, Loan	Agriculture – Feed Africa	US$5.4 million
2008	Climate Investment Funds (CIF)	Lines of Credit, Risk Participation, Equity, Grant, Loan	All sectors	US$2.5 billion
2009	Health in Africa Fund	Equity	Improve the Quality of Life of Africans (Health)	US$120 million
2009	Seed Capital Assistance Facility (SCAF)	Private Equity, Venture Capital, Project Development Companies	Climate Change and Green Growth	n/a
2010	MOU between the AfDB and the Islamic Development Bank	Loan	Infrastructure, agriculture and food security, institutional capacity building training, and statistics	US$500 million
2010	Program for Infrastructure Development in Africa (PIDA)	Grants	Energy, Transport, regional integration, and ICT	US$11.39 million
2011	Green Climate Fund	Loan, Equity, Guarantees, Grants	Climate Change and Green Growth	US$10.2 billion
2012	Africa50	Loans	Energy and regional projects (Power Africa and Integrate Africa)	
2014	Africa Growing Together Fund	Loans	Energy, Water and Sanitation, Transport	US$2 billion
2015	Agence Française de Développement	Grants, Loans, Concessional loans	AfDB and AFD's core strategic priorities. Emphasis on Sahel-related projects, climate change, and green growth	€1.5 Billion
2015	Korea Africa Economic Cooperation Co-Financing Facility	Loans	Infrastructure and natural resource management, information, and communication technology; Knowledge sharing on the Rep. of Korea's economic development experience; and Human resource development.	US$600 million
2017	EU – External Investment Plan (EU-EIP), Africa Finance & Investment Forum (EU PAGODA).	Grants, Guarantees, Equity	All High 5s. The focus for the past three years has been on energy, transport, and regional integration.	€1.2 billion
2017	GoJ on the Japan-Africa Energy Initiative (JAEI)	Loan	Energy	US$6 billion
2019	Africa Digital Financial Inclusion (ADFI) Facility	Loans, Grants	Financial Institutions, including FINTECs, e-money issues, government ministries, and regional bodies	US$40 million

Table A1.9: List of Trust Funds

Year	Name	Category	Type	Partners	Sector	High 5s
1988	Switzerland Trust Fund	FP	Bilateral Trust Fund	Switzerland	Capacity Building & Knowledge Sharing	N/A
1994	Japan Policy and Human Resource Development Grant (PHRDG)	NFP	Bilateral Trust Fund	Japan	Capacity Building & Knowledge Sharing	N/A
1996	China Technical Cooperation Fund	FP	Bilateral Trust Fund	China	Capacity Building & Knowledge Sharing	N/A
1998	Italy Technical Cooperation Fund	FP	Bilateral Trust Fund	Italy	Capacity Building & Knowledge Sharing	N/A
2000	Finnish Trust Fund	FP	Bilateral Trust Fund	Finland	Agriculture, Water Supply & Sanitation, Infrastructure, Climate Change	N/A
2000	Rockefeller Foundation Trust Fund	FP	Bilateral Trust Fund	Rockefeller Foundation	Cross-Cutting (Agriculture, Human Capital Development)	N/A
2000	France Technical Cooperation Fund	NFP	Bilateral Trust Fund	France	Cross-Cutting, All Sectors of interest	N/A
2004	Nigeria Technical Cooperation Fund (NTCF)	FP	Bilateral Trust Fund	Nigeria	Finance, Human Capital Development, Health, ICT	All High 5s
2007	Technical Cooperation Agreement on Korea Africa Economic Cooperation (KOAFEC-TCA)	NFP	Bilateral Trust Fund	Korea	Infrastructure (Energy, Transport), Social and Human Development, Agriculture, Human Capital Development, ICT, Green Growth, Natural resource management	Industrialize Africa, Light Up and Power Africa
2008	Canada Technical Cooperation Fund	FP	Bilateral Trust Fund	Canada	Governance, Capacity Building, Climate Change, Gender	Industrialize Africa, Light Up and Power Africa, Improve the Quality of Life of Africans
2008	Portugal Technical Cooperation Fund (PTF)	NFP	Bilateral Trust Fund	Portugal	Agriculture, Infrastructure (Energy, Transport), Governance, Water Supply & Sanitation	Feed Africa, Improve the Quality of Life of Africans, Light Up and Power Africa
2008	Swedish Trust Fund	NFP	Bilateral Trust Fund	Sweden	Cross-Cutting, Agriculture, Finance, Capacity Building & Knowledge Sharing, Energy, Governance, Human Capital Development, Water Supply & Sanitation, Health, ICT, Infrastructure, Climate Change, Gender	All High 5s
2010	Indian Trust Fund	FP	Bilateral Trust Fund	India	ICT, Infrastructure, Community & social development	Improve the Quality of Life of Africans

2010	Norway Technical Cooperation Fund	FP	Bilateral Trust Fund	Norway	Human Capital Development	Improve the Quality of Life of Africans
2013	Global Strategy to Improve Agriculture & Rural Statistics (GSARS)	NFP	Bilateral Trust Fund		Agriculture	Feed Africa
2014	DFID – Technical Cooperation Framework Arrangement	FP	Bilateral Trust Fund	United Kingdom	Governance, Infrastructure, Climate Change	Improve the Quality of Life of Africans
2015	Bill & Melinda Gates Foundation Trust Fund	NFP	Bilateral Trust Fund	BMGF	Governance, Water and Sanitation, Health	Improve the Quality of Life of Africans
2018	Rockefeller Foundation Trust Fund	FP	Bilateral Trust Fund	Rockefeller Foundation	Agriculture, Human Capital Development, youth employment	Feed Africa, Improve the Quality of Life of Africans
2004	New Partnership for Africa's Development (NEPAD) Infrastructure Project Preparation Facility (IPPF)	FP	Special Fund	Multi-donor	Infrastructure (Energy, Transport, Communication, Road), Agriculture, Water Supply & Sanitation, ICT	Integrate Africa Light Up and Power Africa Industrialize Africa
2008	Special Fund for the Reconstruction and the Development of Great Lakes Region	FP	Special Fund	Multi-donor	Cross-Cutting, All Sectors of interest	N/A
2009	Global Agriculture and Food Security Program (GAFSP)	FP	Global Fund	Multi-donor	Agriculture	Feed Africa
2010	Climate for Development in Africa (ClimDev-Africa)	FP	Special Fund	Multi-donor	Infrastructure (Energy, Transport), Green Growth, Environment, Climate Change, Agriculture	Light Up and Power Africa, Feed Africa, Industrialize Africa, Improve the Quality of Life of Africans
2011	Sustainable Energy for Africa (SEFA)	FP	Special Fund	Multi-donor	Infrastructure (Energy) Green growth, Environment, Climate Change	Light Up and Power Africa, Industrialize Africa
2013	Power Africa Initiative	FP	Other Fund	The US, multiple African countries	Infrastructure – Energy	Light Up and Power Africa
2002	Multi-donor Water Partnership Program (or Bank-Netherlands Water Partnership Program)	FP	Thematic Fund	Canada Denmark	Agriculture, Water Supply & Sanitation	Light Up and Power Africa, Feed Africa, Industrialize Africa
2004	Africa Water Facility [AWF]	FP	Thematic Fund	Multi-donor	Cross-Cutting	Improve the Quality of Life of Africans
2006	Rural Water Supply and Sanitation Initiative [RWSSI] Trust Fund	FP	Thematic Fund	Multi-donor	Water supply and sanitation Cross-Cutting [Agriculture; Fragile states; Social and Human Capital Development]	Feed Africa, Improve the Quality of Life of Africans.

2008	African Legal Support Facility [ALSF]	NFP	Thematic Fund	Multi-donor	Governance, Infrastructure, Extractive industries, Natural resource Management	All High 5s
2008	Congo Basin Forest Fund	FP	Thematic Fund	Canada, Norway, United Kingdom	Infrastructure [Energy, Transport], Social and Human Development, Green Growth, Climate Change, Agriculture, Human Capital Development	Feed Africa, Improve the Quality of Life of Africans, Industrialize Africa
2009	Microfinance Capacity Building Trust Fund [MCDF]	FP	Thematic Fund	Spain, UNCDF	Gender	Improve the Quality of Life of Africans
2009	Migration and Development Initiative Fund	FP	Thematic Fund	France, IFAD, the United States	Infrastructure [Energy, Transport, Communication] Social/Human Capital Development	Industrialize Africa
2010	Governance Trust Fund	FP	Thematic Fund	Multi-donor	Cross-Cutting (Institutional and Governance Support) Civil Society, Public Service	Improve the Quality of Life of Africans
2010	Zimbabwe Multi-Donor Trust Fund	FP	Thematic Fund	Multiple	Infrastructure (Energy, Transport, ICT, Water and Sanitation); Green growth, Environment, Climate Change, Governance	Light Up and Power Africa, Feed Africa, Integrate Africa, Improve the Quality of Life of Africans.
2011	Aid for Trade Trust Fund [AfT] [closed]	FP	Thematic Fund	Multi-donor	Infrastructure [Energy, Transport], focus on Agriculture, Assistance for Trade Facilitation	Integrate Africa
2012	Trust Fund for Countries in Transition [TFCT]	NFP	Thematic Fund	Multi-donor	Governance	All High 5s
2012	Middle East and North Africa Transition Fund [MENA TF]	FP	Thematic Fund	World Bank	Finance, Governance, Infrastructure	Industrialize Africa, Integrate Africa
2012	Souk At-tanmia Partnership	NFP	Thematic Fund	Multiple	Social and Human Development	Improve the Quality of Life of Africans
2012	Africa Trade Fund [AfTra]	FP	Thematic Fund	Multi-donor	Cross-Cutting, Trade facilitation	Integrate Africa
2013	Agriculture Fast Track Fund	FP	Thematic Fund	Multi-donor	Agriculture,	Feed Africa
2013	Value for Money Sustainability and Accountability in Social Sectors Trust Fund	NFP	Thematic Fund	GAVI, Norway	Governance, Human Capital Development, Health	Improve the Quality of Life of Africans
2014	Africa Climate Change Fund [ACCF]	FP	Thematic Fund	Multi-donor	Green growth, Environment, Climate Change	Industrialize Africa, Light Up and Power Africa
2016	Somalia Infrastructure Fund [SIF]	FP	Thematic Fund	Multi-donor	Infrastructure, Energy, Transport, ICT. Water and Sanitation	Light Up and Power Africa, Industrialize Africa, Integrate Africa.

2017	Youth Entrepreneurship and Innovation Multi-Donor Trust Fund	FP	Thematic Fund	Multi-donor	Finance, Youth entrepreneurship	Improve the Quality of Life of Africans

Table A1.10: List of Coordination and Cooperation Partnerships

Year	Partnership Name	Partners	High 5s	Sector or theme
1988	Strategic Partnership with Africa	N.A.	Improve the Quality of Life of Africans	Infrastructure governance
1994	Africa Peer Review Mechanism	NEPAD, the African Union	Improve the Quality of Life of Africans	Social, economic, and political governance
1996	Infrastructure Consortium for Africa	Canada, EIB, Italy, KFW, Russia, South Africa, United Kingdom, the United States	Integrate Africa	Infrastructure
1998	Extractive Industries Transparency Initiative [EITI]	Multiple	Improve the Quality of Life of Africans	Cross-Cutting, Promoting Governance and Transparency
2000	Investment Climate Facility [closed]	Multiple	Light Up and Power Africa, Feed Africa. Industrialize Africa, Integrate Africa	Cross-Cutting
2000	Making Finance Work for Africa Partnership	AfDB Denmark; EIB France Germany-GIZ, MINBUZA, Netherlands, Sweden, United Kingdom, the United States	Feed Africa. Industrialize Africa, Integrate Africa	Finance
2000	Deauville Partnership	Multiple	All High 5s	Cross-Cutting
2000	Sustainable Energy for All Hub [SE4ALL]	Multiple	Light Up and Power Africa, Industrialize Africa	Energy, Green Growth, Climate Change
2000	Partnership on Illicit Finance	Burkina Faso, Côte d'Ivoire, Kenya, Liberia, Mauritius, Niger, Senegal, Sierra Leone, the United States	Improve the Quality of Life of Africans	Capacity Building & Knowledge Sharing
2002	Africa Nationally Determined Contributions [NDC] Hub	Multiple	Industrialize Africa, Feed Africa	Green Growth, Environment, Agric. and Cross-Cutting themes
2004	Adaptation Benefit Mechanism	N. A	Feed Africa, Light Up and Power Africa	Green growth, Environment, Climate Change; Agriculture

Table A1.11 List of Knowledge, Advisory Services, and Policy Dialogue

Year	Partnership Name	Partners	High 5s	Sector
2006	Information Centre for the Extractive Sector	Multiple	Industrialize Africa	Infrastructure Green Growth Energy, Transport
2008	AfDB-OECD Joint Initiative to Support Business Integrity and Anti-Bribery Efforts in Africa	OECD	Industrialize Africa	Cross-Cutting issues, Governance
2011	South-South Cooperation Trust Fund (SSCTF)	Brazil	All High 5s	Cross-Cutting Infrastructure [Energy, Transport]; Social and Human Development; Green growth, Climate Change; Agriculture;

				Governance; Human Capital Development; Health; Private Sector Development
2014	STAARS: Structural Transformation of African Agricultural and Rural Spaces	Multiple	Feed Africa	Agriculture

Annex 2. Table of issues and emerging suggestions

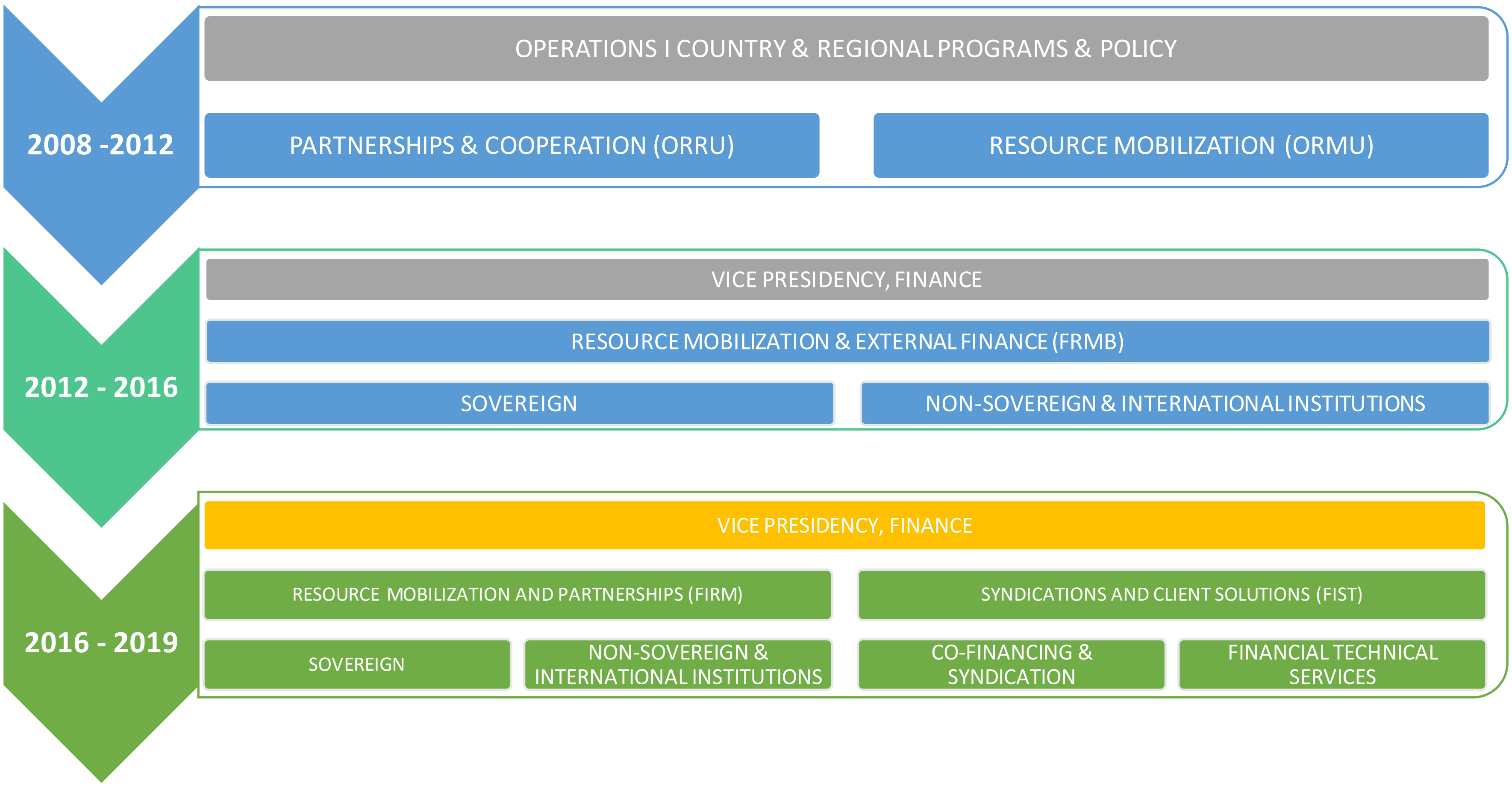
The following table presents a list of issues identified or raised during the evaluation and solutions that could be envisaged to address them. This table was prepared by the evaluation team based on the feedback of the various stakeholders and the results of the analysis conducted by the team. However, **it should be noted that the table is not intended to serve as a list of recommendations or an action plan but rather a guidance tool on the various solutions** the Bank could consider to address some of the operational issues of partnerships. Their implementation would require careful study and planning to ensure the retained suggestions are suitable to address the issues at hand.

N°	Issue	Emerging Suggestions
1.	The capacity of FIRM and FIST to play their coordination roles	Increase staffing in FIRM and FIST to facilitate the achievement of their mandates with more partnership and resource mobilization officers and co-financing and syndication officers. Ensure adequate support of FIRM and FIST to regions by decentralizing one partnership and co-financing and syndication officer to each region. Their role would be to identify and realize partnership opportunities, guide officers on funding sources, and support partnership activities in the region.
2.	Clarity of roles of the various partnership departments and units in the Bank	Prepare ToRs for each partnership department and unit clarifying their respective roles in resource mobilization, management, implementation, monitoring, communication, and outreach. To ensure harmonization, all ToRs could be prepared and validated using the platform of the Standing Committee on Partnerships (SCP).
3.	Confusion of the different types of partnerships and their nature	Develop a comprehensive and harmonized framework making a clear distinction in the various types of partnerships in the Bank and classify them to facilitate reporting.
4.	Improper storage of documentation and data on activities	Implement a system tool or platform such as SharePoint to automate internal processes and ensure Management oversight and compliance assessment.
5.	Inadequacy of existing policies to process grants and projects of small sizes that need lengthy procurement and disbursement procedures for small size TF, or TF for which individual ticket sizes are small.	1. Propose revised additional processes for the implementation of procurement and disbursement rules specific to TFs considering size, involved parties, and also objectives. 2. Establish standard guidelines that could be customized and define timelines for various steps of the project to be realistic.
6.	Inadequate filing of co-financing in SAP	1. Management should consider enforcing proper filing of information regarding co-financing (expected and actual) in SAP by Task Managers. This information should also be adapted as necessary with final tranches approved or disbursed by other donors. 2. Request from Task Managers that all supervision reports, Implementation Progress Reports, Project Completion Reports, and Expanded supervision reports systematically include a section on the tranche(s) co-financed by other donors or partnerships.
7.	Inadequate systems to support the management and reporting of TFs' activities	1. Upgrade the TFMS or establish a new IT tool for all partnerships to ensure the following features: (i) Project portfolio management; (ii) Data analysis capabilities; (iii) Project workflow and schedule; (iv) Project and grant requests, monitoring of the approval process and disbursement, recording of issues and updates; (v) Standard templates for requests, reporting and guidelines; (vi) Customized dashboards and reporting; (vii) Standard help features and guidelines for self-training and

		ease of use; (viii) document storage; (ix) reminders for reporting to be submitted or activities to be processed; (x) if possible integration with other Bank systems like SAP, Intranet, BPPS, ATRS; and (xi) an external model accessible to partners to appreciate the status of the activities of their TFs and partnerships, and make information requests. (partners one-stop-shop). 2. We suggest that this application should be web-based and allow for real-time information. Furthermore, it should allow each TF and partnership to have access to the necessary modules that could be customized for their needs to operate, as this would save cost rather than having each partnership purchase or develop its own system. One system may not address all needs. In this case, various modules could be created and integrated. 3. Mandate all partnerships and departments to file the necessary information in the system at least twice a year. FIRM could periodically report to SMCC on the compliance of all structures. 4. Appoint officers from FIRM and FIST to manage the system with a backup and the support of an IT specialist for technical assistance
8.	Lack of consistency of incentives and KPIs	1. Prepare specific KPIs for co-financing, TFs, for the mobilization of resources, implementation of TF activities, monitoring, and others and ensure that these KPIs are reflected in staff and management performance contracts. 2. Ensure that approved KPIs are maintained for a minimum period of four years to ensure consistency and accurate performance appraisals. The KPI should be developed with sectoral and regional targets. 3. Promote the systematization of CF and the use of TFs in new operations. Co-financing KPIs should not just be the amount targeted to be achieved each year but a percentage of the Bank's core lending. For instance, the objective could be that 35 percent of the Bank's public sector operations should be co-financed. Or for every UA invested by the Bank, there should be a target share of co-financing. 4. Establish a recognition/reward incentive for staff achieving resource mobilization or key partnerships objectives and encourage managers to allow staff time for partnership activities and project preparation. 5. Include other possible incentives such as exchange programs and study visits to learn from successful partnerships in sister organizations.
9.	Lack of coordination with FIRM and FIST. Limited control of FIRM over some MoUs, their negotiation, and their implementation	1. Issue a Presidential Directive, following the adoption of ToRs, clarifying the leadership role of FIRM and FIST, and the requirements of transparency, accountability, reporting, and coordination of all partnership activities. 2. Issue a Presidential Directive to extending the role of the SCP to discuss and address coordination issues, monitor the implementation of the partnership strategy, propose new guidelines, processes, standard templates, and prepare a partnerships report every two years.
10.	Lack of partnerships strategy. Limited autonomy of the Bank in using TFs, fragmentation of TFs, and multiplicity of TFs of small sizes	1. Prepare a partnerships strategy for five years to be approved by the Board. 2. Consider reforming TFs into umbrella programs by sector or theme and adopt a common reporting framework for all development partners (similar to World Bank reform). 3. Increase the minimum thresholds to create a TF with the Bank and the minimum amounts for grants that require the development partner's non-objection. 4. Develop a common partnership creation framework with a revised standard agreement and list of conditions not acceptable to the Bank, which should always be enforced. 5. Include a cost-recovery policy that could help the Bank better resource the management capacities of the Bank.
11.	Limited involvement of the Bank in coordination and partnership activities at the regional and country level	1. Empower Regional and Country Offices, especially regional directors-general and country managers, to allocate some resources to improve partnership activities at their level. These activities should be included in the annual work program and monitored.

12.	Limited visibility, communication, and outreach on the results of partnerships	1. Promote systematic annual reporting on partnership activities and their results by all country offices, regional offices, and departments. 2. Establish a web-based application and tracking system managed by FIRM, where all these activities could be reported. 3. Facilitate the recruitment of communication experts for partnerships and TFs when resources are available. 4. Prepare partnership and resource mobilization report every two years.
13.	Little priority is given to the processing of procurement, disbursement, and legal services for low-value TF projects.	Non mutually exclusive options are proposed: 1. Establish a platform of shared services that will offer the following services to all partnership teams and Task Managers working on partnerships: processing of grant applications, disbursements, procurement, legal, environmental and social safeguards, and audit. In practical terms, staff from each of the relevant departments should be entirely dedicated to processing partnerships and their activities. It could be created as a support task force of two experts each to facilitate the processes of the partnership activities. The Bank could consider the recourse to consultants. This team should be under the supervision of Bank staff with clear reporting lines. 2. Outsource these activities to the implementation agencies of each TF and give the Bank an ex-post auditing/control role. 3. For bigger TFs, consider project staff recruitment or the recruitment of an external and fully dedicated execution team, including a procurement specialist and a disbursement specialist.
14.	Multiple reporting frameworks	Develop a basic reporting framework common to all types of partnerships but allow for some flexibility to satisfy specific requirements. The framework should be in line with the new IT project reporting systems.
15.	Weak follow-up of existing resource mobilization opportunities such as calls for proposals	FIRM and FIST are advised to track calls for proposals from major development partners and concessional entities and assess if they fit with the Bank's mandate and/or specific departments. If yes, the call for proposals should be referred to the related department, and such a department should provide an adequate justification if it refuses to bid.
16.	Inadequate recovery of TF costs	Design and implement a cost recovery policy as part of the new Trust Fund Policy.
17.	Lack of visibility by managing departments of the Bank's charges for TFs' management due to their integration into the Bank's budget.	Allow for additional resources to be available for departments managing TFs based on clear criteria and establish an incentive framework based on performance (such as disbursements, timeliness, etc.).
18.	Insufficient internal capacity building for staff managing partnerships, especially TFs	Set up compulsory TF management and partnerships management training and establish a certification program for all staff working on partnerships.
19.	Insufficient capitalization and knowledge sharing	1. Continue to improve the knowledge series program from FIRM. 2. Establish a knowledge-sharing platform on the intranet in the form of a forum where staff can ask questions and receive support and advice from peers. 3. Promote good practices and successful experience from existing partnerships through workshops, webinars, and other communication tools. 4. Prepare a web-based partnership manager toolkit available to all staff that includes the policies, guidelines, templates, and frequently asked questions to facilitate the induction of new staff working on partnerships.
20.	Weak integration of partnership activities in the Bank's core programming and operations	1. Mandate all offices to work with FIRM, FIST, and partnership teams on their annual partnership work plan. 2. Make partnerships' activities programming more prominent in the annual work planning week. 3. Strengthen the pipeline of operations by relying more systematically on TFs for project preparation. 4. Integrate KPIs by rewarding the use of TFs and co-financing agreements existing in the Bank.

Annex 3. Institutional evolution of the partnership function



Annex 4. Mission/responsibilities of different partnership units at the AfDB in 2018

DEPT/DIV	MISSION/RESPONSIBILITIES
FIRM **Resource Mobilization and Partnerships Department**	"...responsible for strategic partnerships, donor resource mobilization, and the leveraging of the financial resources and instruments of the African Development Bank Group . . .: (i) Mobilization, allocation and monitoring of resources for the Bank's statutory resources, including the ADF, and ensuring compliance with the ADF rules and the commitments taken up in the replenishment negotiations; (ii) Promotion of co-financing with sovereign and non-sovereign development partners, including management of the Private Sector Enhancement Facility, a risk-sharing instrument that aims to incentivize the non-concessional financing window. . ."
FIST **Syndications and Client Solutions Department**	"...to assist the Bank to crowd in investments, leverage its capital base, manage co-financing resources, and efficiently use and deploy the full range of its products to effectively drive developmental impact in the RMCs" through: (i) Syndication and co-financing of transactions; (ii) Providing integrated financial solutions through cost-effective and innovative financial products and services; (iii) Facilitating the management of the Bank's balance sheet through balance sheets optimization mechanisms.
PENP **Energy partnerships Department**	"...Building, strengthening, and maintaining the Transformative Partnership on Energy for Africa. This will require broad engagement with other DFIs, RMCs, Non-RMCs, and the private sector (corporates and financial institutions)."
AHGC.2 **Civil society and community engagement division**	"...actively engages and builds alliances with external stakeholders, development partners and the civil society on promoting gender equality, women's empowerment and civil society engagement, including through the use (of) the Bank's platform to create a collaborative social entrepreneurial ecosystem through partnerships and avenues to financing with foundations, philanthropists and impact investors that want to invest in social enterprises in Africa, and encourage PPPs to foster the quality and sustainable ecosystem needed for social enterprises to thrive."
AHWS.1 **Water coordination and partnerships division**	"...Leads the Bank's work on integrated water resources management and development (including transboundary programs), fosters strategic partnerships with regional and global partners to leverage resources into the water and sanitation sectors. It also directly contributes to the work of the various initiatives and trust funds hosted under AHWS; and provides expertise to support the AHVP Vice President's role as the Bank's spokesperson to external audiences."
PICU.3 **Infrastructure partnerships division**	"...preparation of bankable infrastructure projects in energy, transport, ICT and water sectors, to make the projects prepared ready for investment and attractive for both private and public sectors"; "...Infrastructure knowledge and information sharing and infrastructural development coordination."
CHHR.1 **Human resources business partnership division**	"...Business Partnerships for strategy, client contracting, and human resources delivery": not necessarily about collaboration with external sovereign and non-sovereign organizations.
SNAR **Asia External Representation Office**	". . . Bank's sole representative office outside Africa, opened in Tokyo, Japan, in 2012. The SNAR's major objectives are to enhance partnerships and dialogue with Asian countries, promote business and investment opportunities in and with Africa, and widely disseminate and exchange information about the Bank, itself, and development issues and projects in Africa."
ECMR.2 **Additionality and development outcomes assessments (ADOA) division**	"The division is also tasked to perform independent (ex-ante) assessments of the additionality and expected development outcomes associated with all private sector operations of the Bank. The same instrument is used on public sector regional operations, particularly those involving regional infrastructure."
FIELD OFFICES	Co-financing arrangements are also initiated at the field level in consultation with RMCs by the Bank and the partner.

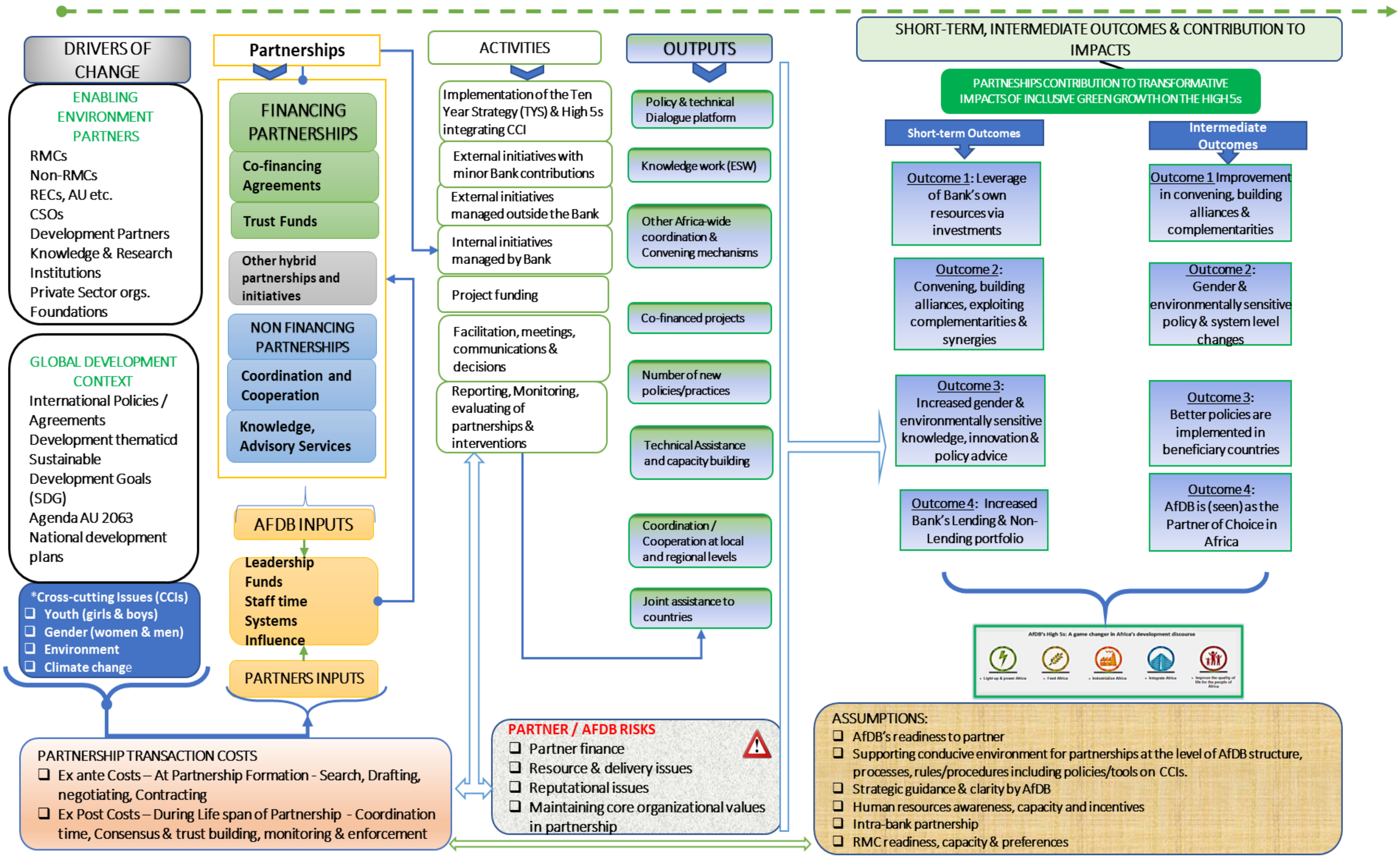
Source: AfDB Organigram as updated and published on May 7, 2019; FIRM and FIST job descriptions and presentation decks (2018).

Annex 5. Evaluation Matrix

Key questions	Indicators/Measures	Data/Information Sources/ Data Collection Methods	Data Analysis
1. Relevance: Is the AfDB's approach to partnership consistent with the international, regional, and national context, the Bank's strategies, and the objectives of the other partners?			
1. To what extent are the partnership's objectives consistent with the international, regional, and national context, the Bank strategies, and the purposes of the other partners? 2. To what extent is the partnership design relevant to achieve its objective? 3. To what extent are the operations funded through the partnerships aligned with the Bank's policies and strategic objectives and support its (non-)lending program. 4. Is there adequate representation from stakeholder organizations, priority areas, and priority population(s)?	▪ The objectives of partnerships are aligned with international, regional, and national context, the Bank strategies, and the purposes of the other partners. ▪ Partnership purpose aligned with: (i) the Bank's CSP; (ii) applicable Bank sector strategies; (iii) the country's development strategies; and (iv) the beneficiary needs. ▪ Design of partnership projects conducive to achieving the project results. ▪ Operations funded through the partnerships aligned with the Bank's policies and strategic objectives and support its program. ▪ Annual assessment of number of partners by setting. ▪ Organogram of the AfDB and partnerships. ▪ Purpose of partnerships with defined needs of audiences and clients.	▪ Log framework of partnership projects and partnership ToC ▪ IDEV Evaluations ▪ Interview and documents on DBDM process ▪ Documents from and interviews with sectors ▪ Interviews with decentralized staff ▪ Desk review and interviews ▪ Interview with Manager, Results Department, AfDB using questionnaires with dichotomous dependent variables, e.g., yes/no. Agree/disagree, like/dislike	▪ Review and validate the Bank's policies and strategic objectives, including international, regional, and national contexts, the Bank strategies, and the goals of the other partners. ▪ Analyze partnership log framework and ToC including PCRs, PRAs, and PCR Evaluation Notes for clarity of objectives as well as challenges. ▪ Analysis of partnership portfolios. ▪ Stratify list by setting, area, and priorities represented. ▪ Identify areas of strength and areas of weakness. ▪ Analysis of particular features of formal partnerships.
2. Effectiveness: Has the Bank been effective in using its various DPs to mobilize additional resources and deliver better results through the operations funded by these partnerships?			
1. To what extent have the partnerships delivered on their expected outputs, intended/unintended outcomes, and added value? 2. Do partners actively participate in meetings and partnership activities? 3. Is the partnership influencing policies, practices, or systems? 4. If not, where are the barriers? 5. Has the range of AfDB partnerships increased as envisioned under the AfDB TYS?	▪ Planned (output targets) and actual outputs ▪ Planned outcomes and actual outcomes ▪ Number of gender and environmentally inclusive activities/project partnerships implemented ▪ Number of partnership success factors as per IDEV rating criteria ▪ Number of new policies on High 5s and inclusive green growth ▪ The trend in the AfDB's partnerships portfolio ▪ Improvement in convening, building alliances and complementarities ▪ Improvement in activities of C$C partnerships at country and regional levels.	▪ Information from FIRM documents, including Trust Funds and Special Initiatives Conduct baseline survey interviews ▪ Portfolio analysis and analysis of case studies ▪ Assessment of outputs is based on the output execution ratio ▪ Assessment of outcomes is based on the direct and intermediate results stated in the retrospective partnership ToC and results of the reviewed projects ▪ Annual partnership assessment and document review. ▪ Collate partner participation rates for each meeting over the previous.	▪ Review and validate new AfDB policies and strategies. ▪ Identify areas of strength and areas of weakness. ▪ Qualitative analysis for themes or barriers. ▪ Assess strengths and weakness in policy initiatives. ▪ Review existing AfDB partnership database and results of a mapping exercise to identify trend between 2008 and 2018. ▪ Document reasons for the expansion of partnerships.
3. Efficiency: Have partnerships been managed optimally to ensure results delivery using the most cost-efficient/effective means?			
1. How selective and efficient is the AfDB in entering partnerships? 2. To what extent do partnership benefits and value addition justify their transaction costs? (value-for-money)	▪ Evidence of alternative models to achieve desirable outcomes ▪ The period between the three stages of partnership development ▪ Evidence of the Bank's leveraged resources ▪ Increased the Bank's Lending and Non-Lending	▪ FIRM documents ▪ Interviews ▪ Review of other Bank and partner documents. ▪ Desk review ▪ Perceptions gathering	▪ Review and analyze the process of entering a partnership in terms of time and type of agreements (MoU, LoA) ▪ Use cost-benefit analysis to compare programs that occur in different

3. To what extent did the partnerships efficiently use resources to achieve outcomes? 4. Are Bank staff equipped and incentivized to manage partnerships? 5. How are partnerships monitored and evaluated at the Bank?	portfolio ▪ Evidence of VfM from analytical results from Value for Money (VfM) analysis ▪ Trends on the relationship between partnership features and outcomes ▪ Established partnership practices including Results Measurement ▪ Baseline information/Theory of Change. ▪ Timeliness of project implementation as evidence of efficient risk management practices	▪ Review partnership progress reports ▪ Review time taken for partnership, "formation, building to maintenance." ▪ FIRM documents and interviews ▪ Case study documents and meetings of specific trust funds ▪ Desk review and interviews ▪ Conduct VfM analysis and review reports on VfM, M&E including the theory of change.	sectors (High 5s) to understand if benefits outweigh costs.
4. Sustainability: To what extent are the Bank's partnerships and their effects sustained over time?			
1. To what extent are the partnership operations and positive effects technically sustainable? 2. Is the partnership realistically sized and resourced financially? 3. To what extent are the partnership operations and positive effects institutionally sustainable? 4. To what extent are the partnership operations and positive effects socially and environmentally sustainable? 5. To what extent does the DBDM process and the intended strengthening of Regional Offices (General Departments) guide and support various forms of partnerships?	▪ Evidence of strengthened Regional Offices by the DBDM process ▪ Evidence of convening, building alliances, exploiting complementarities and synergies ▪ Evidence of country cooperation and collaboration. ▪ Evidence of factors that bring about technical sustainability ▪ Evidence of increased gender and environmentally sensitive knowledge, innovation and policy advice ▪ The extent to which the partnerships contributed to strengthening institutional capacities ▪ The extent to which the partnerships have effectively involved relevant stakeholders ▪ The extent to which the environmental/climate change and social mitigation/enhancement (including gender equality) measures ▪ The extent to which funding mechanisms and modalities have been put in place to ensure the continued flow of benefits after project completion	▪ IDEV Evaluations ▪ Interview and documents on the DBDM process ▪ Documents from and interviews with sectors ▪ Interviews with decentralized staff ▪ Desk review and interviews ▪ Interview with Manager, Results Department, the AfDB using questionnaires with dichotomous dependent variables, e.g., yes/no. agree/disagree, like/dislike	▪ Validate factors responsible for technical sustainability ▪ Review and validate factors responsible for financial sustainability ▪ Review and validate factors responsible for technical sustainability ▪ Apply criteria for rating ▪ Validate the environmental/climate change and social mitigation/enhancement (including gender equality) measures ▪ Validate the availability of funds ▪ Apply criteria for rating ▪ Review and validate the positive and negative effects of the DBDM process
5. Lessons learned and best practices on partnerships: What experiences and recommendations can the Bank learn from its partnerships to make the AfDB a partner of choice in Africa?			
1. What are the main partnership lessons at the AfDB? 2. What lessons on partnership have been identified by other development institutions? 3. Which best practices could be useful for the AfDB?	▪ Reports and documents from the AfDB and partners, including RMCs ▪ Documents, case studies, interviews within and outside the Bank. ▪ Benchmarking ▪ Document reviews from external agencies ▪ Case studies and interviews with external agencies	▪ Summary from generalizable findings ▪ Document review and interviews	▪ Review of Thematic Evaluation Reports, data triangulation ▪ Review and identify lessons from documents, interviews/case studies ▪ Literature review and selection of best practices with IFIs and other Bank partners

Annex 6. Theory of change and expected partnership outputs and outcomes tracked in the evaluation



The statement that the "theory of change that guides the Bank's actions and underpins the RMF" links the Bank's partnerships to the "*need to scale up the financial resources available to deliver on the High 5s and increase its impact on development.*" The AfDB, relying on its expertise and resources, deploys various financial products (loans, equity, grants) and advisory services to sovereign and non-sovereign clients. Those investments in priority sectors, such as the Bank's High 5s, bring the additional capacity for the clients to produce needed goods and services, create jobs, and ensure sustainable economic and social development.

Other development partners are interested in working with the Bank because they all serve the same clients in Africa, to address these same development issues, mostly with the same instruments, using public and private resources. The Bank and its partners strive to maximize their added value through thematic grants and co-financing, joint technical assistance, and joint generation and exchange of knowledge and acceptable practices. Thereby, they aim to meet the substantial national and regional development finance demand and to reduce overlap, duplication, transaction and agency costs, in favor of maximum scale, scope, and learning economies.

The AfDB uses partnerships with public and private entities to mobilize complementary financial and technical external resources, to maximize the catalytic impact of its limited resources. The critical development outcomes that partnerships to support SOs and NSOs[9] will help to accelerate include: (i) socio-economic inclusion; (ii) improved national and regional economic and social infrastructure; (iii) enhanced access to finance, and financial deepening; (iv) national and regional food security; (v) development of local entrepreneurship; and (vi) sustained economic growth. The table below present the list of partnerships' outputs and outcomes gathered from the existing Bank's literature.

Table A6.1 : List of expected partnership outputs and outcomes

ACTIVITIES	KEY INDICATORS
	OUTPUTS
1. Added policies/strategies, systems, programs, and entities	1.1. Partnership policies/guidelines adopted from 2008 to 2019 1.2. Partnership organizational changes, including architecture and coordination systems and new entities
2. The increased volume of partnership initiatives and resources mobilized	2.1. Additional TFs/special funds (number and UA billion) 2.2. Additional commitments made to Bank-executed TFs (financial arrangements between the Bank and development partners under which the latter entrust the Bank with funds for a specific development-related activity each). (RMF, 2016–2021.) (number and UA million) 2.3. Additional co-financed projects and resources leveraged through increased co-financing (loan, equity, grant, technical assistance, stronger co-financing with PSOs and CSOs) (number and UA billion) 2.4. Additional arranger mandates at financial close (syndicated, parallel loan) (number and UA million) 2.5. Additional non-financing alliances built and induced at institutional and RMC/regional level (number and UA million)

9 Policy on NSOs (2018:10).

	2.6. Additional joint advisory/technical assistance services and knowledge products at institutional and RMC/regional level (number, UA million, and quality) 2.7. Additional (co-)led convening, coordination/cooperation initiatives, seats on advisory/coordination committees, consultations and working groups (number, UA million, and quality).
3. Increased resources mobilized for the private sector and catalyzed through Bank investments	3.1. Amount of capital mobilized on commercial terms by the AfDB entities to finance direct investments in member countries, including funding by private commercial entities, international finance institutions, and bilateral entities (RMF, 2016–2021) (number and UA billion). 3.2. Amount of financing catalyzed by the Bank's support with its portfolio of projects by an improved business environment, better infrastructure, which lower level of risk and costs to the private sector (RMF, 2016–2021) (number and UA billion).
EXPECTED and PLAUSIBLE OUTCOMES	
4. Increased crowding-in of public and private financing	4.1. Mitigated real or perceived risks and coverage of cost linked to externalities or market failures or the provision of public goods, while concretizing additionality; crowding-in and minimum concessionality; commercial sustainability; reinforcing markets; and promoting high standards 4.2. Greater involvement, trust, and collaboration between the three sectors 4.3. More companies and other NSOs involved in partnership initiatives 4.4. Share and complementarity of Aid for Trade and Regional Integration 4.5. Percentage and complementarity of ODA tied to FDI and private sector development 4.6. Share and complementarity of the private sector and foundation funds, including through public-private, triangular and horizontal partnerships 4.7. Share and complementarity of national diaspora funds, especially in FDI and trade 4.8. Higher impact investment in priority productive and social sectors, with the possible of RMCs moving up regional and global value chains 4.9. Increased contribution to the private sector/civil society development; NSOs financing and operating of infrastructure, public and community services
5. Higher value-added through the implementation of the Paris Declaration and successors on Aid Effectiveness	5.1. Less inconsistency and parallel systems of negotiation and implementation within silos 5.2. More synergies (economies of scale, scope, and learning) 5.3. Complement and pool the comparative advantage and knowledge of the Bank Group and its financing partners and clients 5.4. Broaden, replicate, and sustain development impact by ensuring coordination and avoiding duplication. 5.5. Increasing the implementation level of the Paris Declaration principles by the Bank
6. Increased size and scale of mobilized resource transformative impact	6.1. Increased awareness of partnership opportunities, challenges, and impact at the Bank, the region, and the RMC level 6.2. Increased quality at entry, at supervision, and closure/exit, including due to improvement and extension of ADOA work to the public sector and its synergy with the private sector. 6.3. Increased disbursement rate and timely delivery of partnership programs and projects 6.4. Partnership knowledge assets and products that support partnership policy, selection, negotiation, implementation, reporting, review, possible renewal, and scaling up.
7. Improved national and regional economic and social infrastructure	7.1. Increased access to services 7.2. Reduced costs 7.3. Improved reliability 7.4. Boosted internal trade and exports to the regional market and the rest of the World
8. Improved national and regional food security	8.1. Strengthened agricultural value chain in RMCs 8.2. Fast-tracking investments in agriculture 8.3. Higher agricultural productivity 8.4. Increase in ending the hunger on the continent

9. Sustained impact investments, including the development of local entrepreneurship and socio-economic inclusion	9.1. Enhanced access to finance and financial deepening (alleviation of financing constraints for real sector enterprises; national or regional private institutions and capital market development). Strengthened private enterprises, including business startups by women and youth entrepreneurs. 9.2. Improved business practices through training and technology transfer, and support to innovative business models with demonstration effects 9.3. Increased job creation 9.4. Improved livelihoods 9.5. Increased income opportunities including for women, youth, and rural population 9.6. Increased availability and affordability of services, notably to under-served regions 9.7. Continued generation of measurable economic, social, and environmental impact alongside financial returns of promoted and supported investments in NSOs
10. Strengthened partnership absorption capacity in the Bank and the RMCs	10.1. Increased technical, organizational, and behavioral partnership competencies (gained knowledge and credentials; self-awareness; self-confidence; motivation; trust and respect; team and networking spirit; and social capital). 10.2. Increased real and perceived institutional capacity to selectively identify, develop and effectively implement partnership initiatives and fulfill diverse procedural and reporting requirements of partners. 10.3. Partnership needs and priorities are selectively identified and then used in sectoral or institutional development strategies and programs, along with mainstreaming of partnership lessons learned. 10.4. Formal systems for coordinating partnerships and reporting partnership results put in place are being used effectively by all partners, including project sponsors at the RMC level. 10.5. The critical mass of partnering skills, along with mechanisms for attraction and retention of talents within the framework of the globalized market for economic diplomats. 10.6. Increased real and perceived fairness of internal and external coordination (matching/mediating competing partnering interests within and between AfDB complexes and external partners). 10.7. More partnership resources mobilized from a geopolitically balanced pool of partners/equitable competing global interests in search of increasingly untied donor contributions and maintained balance in the distribution of the partnership results within and between the Bank, external partners, and beneficiary RMCs 10.8. The AfDB seen by partner peers, development partners, and project sponsors as the partner of choice in Africa for development finance: catalyst, convener, knowledge broker, influential (policy and scaling up), and a voice for development.

Note: Where applicable, the wording of the Bank was used. Besides the target amounts of resources to be mobilized, the expected results indicators were developed by the evaluation team from existing knowledge of good partnership practice, including from comparator IFIs.

Source: Reconstructed by the evaluation team from various documents and stakeholder consultations.

Annex 7. Rating criteria

The table below presents the general definition of the rating criteria of the evaluation. To determine the overall partnership evaluation rating, the rating criteria in Table A7.1 were applied to a calculation approach determined in Table A7.2. The rating criteria were also used for the individual partnership reviews.

Table A7.1 : Indicative definition of rating criteria

Rating	Highly Satisfactory	Satisfactory	Unsatisfactory	Highly Unsatisfactory
Relevance	The financing and non-financing partnerships are to a large extent aligned with the Bank's objectives, designed to ensure their effectiveness and do not suffer any major issues	The financing and non-financing partnerships are to some extent aligned with the Bank's objectives, designed to ensure their effectiveness and do suffer some concerning issues	The financing and non-financing partnerships are to a limited extent aligned with the Bank's objectives, designed to ensure their effectiveness and suffer some major issues	The financing and non-financing partnerships are not aligned with the Bank's objectives, not designed to ensure their effectiveness and suffer many major issues
Effectiveness	The financing and non-financing partnerships through their operations have achieved expected outputs and outcomes to a large extent	The financing and non-financing partnerships through their operations have achieved expected outputs and outcomes to some extent	The financing and non-financing partnerships through their operations have achieved expected outputs and outcomes to a limited extent	The financing and non-financing partnerships through their operations have not achieved expected outputs and outcomes
Efficiency	The results of financing and non-financing partnerships of the Bank are delivered at optimal costs with adequate processes and practices in line with good international practices	The results of financing and non-financing partnerships of the Bank are delivered at less optimal costs but processes and practices are in line with good international practices	The results of financing and non-financing partnerships of the Bank are not delivered at optimal costs and process are inadequate but practices are in line with good international practices	The results of financing and non-financing partnerships of the Bank are not delivered at optimal costs and processes and practices are not in line with good international practices
Sustainability	The effects of financing and non-financing partnerships of the Bank are highly likely to be sustained with time and few to no negative aspects are found	The effects of financing and non-financing partnerships are likely to be sustained with time and some negative aspects are found	The effects of financing and non-financing partnerships of the Bank are unlikely to be sustained with time some negative aspects are found	The effects of financing and non-financing partnerships of the Bank are highly unlikely to be sustained with time and major negative aspects are found

Table A7.2 : Final rating assessment

Evaluation components		**Criteria**	**Relevance**				**Effectiveness**				**Efficiency**				**Sustainability**			
		Ratings	***HS***	***S***	***U***	***HU***	***HS***	***S***	***U***	***HU***	***HS***	***S***	***U***	***HU***	***HS***	***S***	***U***	***HU***
		Weight	*4*	*3*	*2*	*1*	*4*	*3*	*2*	*1*	*4*	*3*	*2*	*1*	*4*	*3*	*2*	*1*
Partnerships			0.6*X + 0.4*Y				0.6*X + 0.4*Y				0.6*X + 0.4*Y				0.6*X + 0.4*Y			
	FP	0,6	X = (x+x’)/2				X = (x+x’)/2				X = (x+x’)/2				X = (x+x’)/2			
	CF	0,5	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	TF	0,5	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’	x’
	NFP	0,4	Y = (0.7*y + 0.3*y’)				Y = (0.7*y + 0.3*y’)				Y = (0.7*y + 0.3*y’)				Y = (0.7*y + 0.3*y’)			
	C&C	0,7	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
	KASP	0,3	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’	y’

Annex 8. Lessons learned from the AfDB's 2019 Evaluation Synthesis on Partnerships

CRITERIA	KEY DRIVING FACTORS	MAIN LESSONS LEARNED	IMPLICATIONS FOR PRACTICE
Relevance	• Choice of partners and areas of collaboration. • Realism in the scope of the engagement. • Alignment of strategic priorities with the organization. • A long-term approach to the partnership. • Analytical capacity of the partner.	• Successful partnerships are strategically anchored and well-coordinated: (i) development partnerships that are mainstreamed are more likely to realize their full potential; (ii) selectivity and proper management contribute to value addition and the attractiveness of an organization for new partnerships.	• Choosing a partner that is fit for purpose is a vital issue.
Performance (Effectiveness, Efficiency, Sustainability)	• Co-financing partnerships perform relatively better in middle-income countries (MICs) where there is a higher state capacity than in low-income countries (LICs) with more limited capacity. • Non-financial partnerships (KASPs and C&Cs) perform relatively better in countries where government leadership in ensuring coordination among development partners is most robust. • Institution-wide reporting on trust funds has been difficult, primarily due to the decentralized management of trust funds, together with the multiple indicators and reporting formats, including reliance on piecemeal information from various trust funds in operational activities. • Sophisticated administrative modalities, significant implementation delays, and inadequate oversight make it challenging to integrate trust fund-supported programs and interventions into the regular work program of other TFPs and client countries. • Partnerships are still constrained by cumbersome and inflexible bureaucratic procedures, insufficient staff resources, and poorly aligned procurement and disbursement procedures. • Statutory structures for the management of partnerships are often fragmented and overlapping, causing duplication in the use of scarce resources.	• Three key issues need to be addressed to make TFs more productive: (i) the misalignment between the multitude of TFs and core programs of the organizations; (ii) the weak corporate oversight and coordination; and (iii) the disparate monitoring and evaluation, and reporting systems. • Some critical areas of concern relating to the efficiency of partnerships include: (i) delays in processing projects, including at the design and approval stages; (ii) inter-organizational differences in processes, such as financial reporting and procurement systems; and (iii) time-consuming requirements and approval that slow down • Sustainability of development results from partnerships are often threatened by: (i) weak resource mobilization strategies; (ii) poor governance and management, and challenges in keeping pace with global, regional, and country contexts and priorities; (iii) low levels or absence of technical capacity required to sustain partnership results; and (iv) lack of clear-cut exit strategies, especially at the project level. • Weak monitoring and evaluation systems and reporting requirements have hampered the performance of DPs.	• Streamlining and improving the governance of partnerships would help to provide the level of pro-activeness required to achieve efficiency gains. • New management approaches, as well as staff skills, will be required to build more substantial organizational capacities to cope with this increasing level of partnership complexity.

Annex 9. List of people met

No	Name	Institutions	Position/Role
TUNISIA			
Country Office/RDGN			
1.	Mohamed El Azizi	RDGN	Director-General
2.	Yasser Ahmad		Chief Country Program Officer
3.	Olivier Breteche		Principal Country Economist
4.	Yasmine Eita		Country Program Officer (CPO)
5.	Rafika Amira		Regional Integration Coordinator
6.	Mohamed Ahmed Siham		Agriculture economist
7.	Fatma Ben Abda		Principal Distributed Energy Solutions Specialist
8.	Maimounatou Ndiaye Diop		Principal Transport Engineer
9.	Osman-Elasha Balgis		Principal Climate Change & Green Growth Officer
10.	Bensassi Belgacem		Chief Water and Sanitation Engineer
11.	Ibrahim Djamali		Principal Power Engineer
Development Partners			
12.	Antoine Sallé de Chou	EBRD	Head of Office Tunisia
13.	Ryo Tsujii	JICA	Deputy representative
National Authorities			
14.	Abderraouf Laajimi	Ministry of Agriculture (MoA)	Director-General, DG/FIOP MARHP
15.	Lamia Jemmali	MoA	Director, DG/FIOP MARHP
16.	Sana Smida	MoA	Deputy Director, DG/FIOP MARHP
17.	Somaï Kalthoum	Ministry of Finance (MoF)	Director, DGGDCF
18.	Okba Guelmami	MoF	DGGDCF
19.	Ghribi Rimeh	MoF	DGGDCF
20.	Nagih Radhouani	MoF	DGGDCF
21.	Hajer Belkhodja	MoF	DGGDCF
22.	Kaoutcher Beutlalima	MoF	DGGDCF
23.	Mnajja Abdelhamid	MoA	Director, DGGREE
24.	All.Meyesse	MoA	Ministry of Agriculture
Executing agencies			
25.	Elhem Ghribi	Haute Instance de la Commande Publique (HAICoP)	Director
26.	Amine Helaoui	Instance Générale de Partenariat Public Privé (IGPPP)	Advisor
27.	Atef Majdoub	IGPPP	President
28.	Marouane Ouedemi	Banque de financement des petites et moyennes entreprises	Deputy Director-General
29.	Asma Bouzaouache	BFPME	Director (delegated authority)
CAMEROON			
Country Office (COCM)			
30.	Solomane Kone	COCM	Country Manager
31.	Claude N'Kodia		Principal Country Economist
32.	Mohamed Coulibaly		Principal Country Program Officer
33.	Judes Bissakonou		Social Development Specialist
34.	Sebatien Theophile Mangele		Macroeconomist Local Professional
Development Partners			
35.	Claudia Boldrini	European Union (EU)	First secretary – infrastructure team leader
36.	Steven Rault	European Union (EU)	Program Manager

37.	Issa Diaw	World Bank (WB)	Program Lead
38.	Nicolas Willemin	Agence française de Développement (AFD)	Deputy Director
39.	Yoshikawa Chieko	JICA	Program Officer
40.	Manuela Lekedji Ymele		Program Assistant
41.	Fabien Nsengiyumva	IMF	Resident Representative
42.	Du Prince Tchakoté Noumbissi		Country Economist
43.	Antonio A. Pedro	UNECA	Director Sub-Regional Office for Central Africa
44.	Issoufou Seidou Sanda	UNECA	Statistician
National authorities			
45.	Dorothy Bekolo Tataw	Ministry of Economy and Planning (MINEPAT)	Director of regional integration
46.	Tam Nkot M.	Ministry of Water and Energy (MINEE)	CCEP/DEPC
47.	Pierre Bissombi	Ministry of Posts and Telecommunications	CAB Coordinator
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49.	Daniel Y. Efangon	MINEPAT	Cadre/Dir
50.	Valentin Lah Kouotou	MINEPAT	SDCRA
51.	Helene Nyobe	MINEPAT	Cadre/Dir
52.	Ewane Franklin	MINEPAT	Cadre/Dmi
53.	Dorcas Ntongon Epse Kegam	Ministry of Agriculture	RSE/PDCVA
54.	Jean-François Noah	General Secretariat of the Prime Minister's Services	ATT
55.	Valerie Nkue	Ministry of Water and Energy	DERME
56.	David Tita Bekono	MINEE	SDER/DERME
57.	Thomas Zebe		Cadre/DERME
58.	Jean-Jacques Njutap Mvoui		CSDER
59.	Bbdanne Foudewn Ba		Cadre
60.	Guy Simeon Etoundi		DEPC
61.	Moise Zanguim	Ministry of Water and Energy	Cadre
62.	Eulalie Atangana Ngoubi	MINEE	PEMVEP
63.	Philomène Ngono Elouma		DMRE
64.	Rachel Song née Dipocko		DGRE
65.	Ms. Ntienjem Mariette epse Eyebe		DEPC
66.	Serge Assoumou		DEPC
67.	Norbert Ohandja Eloundou		CST/DEL
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162.	Shyamba Lisette		Contract administrator Engineer
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165.	Theoneste Higaniro		WB component Head PIU
166.	René Gauthier		WB component Head PIU
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172.	Felly Karenzi	Rwanda Development Board PIU	
173.	Edward Kadozi	GEF Project Implementation Unit PIU	
174.	Vincent Kayigema	FAPA Project Implementation Unit	Project manager
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186.	Furukawa Masayuki	JICA	Program manager
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191.	Muguti Elizabeth	COZM	Senior Power Engineer
192.	Natan Masauso Jere,	COZM	Procurement Specialist (OIC, Country Manager)
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195.	Petronella Lesa	Ministry of Water Development, Sanitation, and Environmental Protection MWDS&EP	Principal Planner
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197.	Abel Manangi	Ministry of Water Development, Sanitation, and Environmental Protection MWDS&EP	Acting Assistant Director
198.	Charles Kalapa	Ministry of Water Development, Sanitation, and Environmental Protection MWDS&EP	Senior Engineer
199.	Oswell Katooka	Ministry of Water Development, Sanitation, and Environmental Protection MWDS&EP	Director
200.	Ngoza Munthah	Ministry of Local Government	Director of Planning
201.	Fanizani Phin	Ministry of Local Government	Assistant Director
202.	Tobias Chomba	Ministry of Local Government	Director of Human Resources and Administration
203.	Dr. Bishop Ed Chomba, PhD	Ministry of Local Government	Permanent Secretary

204.	Sinkala Bornwell N.	ZESCO	Senior Manager, General Support Services
205.	Dr. Elenestina Mwelva		Senior Manager, SHEQ
206.	Mleundia Simainga		Senior Manager
207.	Mary Manda Misonda	Private Sector – Pulse Financial Services Limited	Chief Financial Officer
208.	Bedah Salasini		Chief Executive Officer
DEVELOPMENT PARTNERS			
209.	Conrad Thombansen	GIZ	Program Director
210.	Dr. Charles Shindaile		WRM Senior Advisor
211.	Helen Mbao	WB	Senior Operations Officer
212.	Motohiro Matsumura	JICA	Senior Representative
213.	Hayashi Shunichiro		Project Formulation Advisor
214.	Mary Mukomba – Njovu		Program Officer – Health and Water Sector
Focus Group Discussion – Government, CSOs, Private Sector, and Academia			
215.	Harold Kalaba	Zambia Environmental Management Agency	Inspector
216.	Nervous Nzassala	Development Aid from People to People	Partnership Director
217.	Elise Soerensen		Managing Director
218.	Precious Kasengele	Ministry of Finance	Economist
219.	Topiwa Tzetze		Economist
220.	Mukula Mawasa	Zambia Development Agency	Director
221.	Precious Phiri	ZDA	Enterprise Development Officer
222.	George Phiri	Ministry of Agriculture	National Coordinator
223.	Hawa Sekela Msham	AfDB	Principal Country Program Officer
224.	Joseph Mounda		Principal Evaluation Officer
225.	Jakob TUBORGH	UNOPS	Senior Partnerships Advisor

Annex 10. References

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