



## Request for Expression of Interest

### African Development Bank Group (AfDB)

Avenue Joseph Anoma, 01 BP 1387 Abidjan 01, Côte d'Ivoire

### *Independent Development Evaluation department (IDEV)<sup>1</sup>*

### *Consultancy services: PBO Evaluation*

1. The African Development Bank Group (AfDB or the Bank) hereby invites Consulting Firms to indicate their interest in the following assignment: **Consultancy services for evaluation of Bank program-based operations (PBOs)<sup>2</sup>** henceforth “the assignment”.
2. The PBO evaluation will cover the period 2012-17.<sup>3</sup> This accounts for more than UA 6 billion/USD 8 billion. The Bank’s PBO instrument has mainly been used by the department focused on governance during this period (with many of these focused on public financial management and more recently business enabling environment), though some have also focused on other sectors (including energy, transport, agriculture, education & skills, and health). The Bank has PBOs in all country types in Africa – middle income countries, low incomes countries and transition states; in Anglophone, Francophone and Lusophone countries. Since 2012, the use of PBOs has been governed by a single [policy](#), supported since 2014 by a set of guidelines. The Bank has also been working in the context of its overall strategic framework including the 2008-12 Medium Term Strategy, the 2013-22 Ten Year Strategy and most recently the [High 5s](#).
3. The PBO evaluation will address the following overarching questions<sup>4</sup>:
  - A. To what extent is the Bank appropriately programming, designing and managing its PBOs, in line with its 2012 policy and established good practice?
  - B. What is the evidence regarding PBO performance, particularly in two specific areas?
  - C. What lessons can be learned to ensure the Bank optimises its use of PBOs, in particular to help it to achieve the High 5s?

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<sup>1</sup> IDEV is also internally known as BDEV since January 2017

<sup>2</sup> PBOs were known as policy based operations until 2012 when the new policy included a name change. These are largely budget support operations.

<sup>3</sup> A previous evaluation covered up to 2009. Most focus in this evaluation will be on PBOs approved after the 2012 policy, but basic data on 2010-11 operations will be included. Initial portfolio data will be updated at end 2017.

<sup>4</sup> Evaluation Questions to be updated following identification of cluster focus.

4. The evaluation is expected to include the following components (i) a portfolio and document review covering the full PBO portfolio for the period; (ii) a short survey of country officials; (iii) two cluster<sup>5</sup> evaluations of PBO operations representing specific sub-sets of PBO type (e.g. by sector, such as energy, or by country type such as transition states) to establish the performance of those PBOs including the contribution to policy reform outcomes in those specific areas; and (iv) a synthesis or literature review of existing evaluations. These components will need to be conducted in parallel.<sup>6</sup>
5. The assignment(s) is expected to include the following activities:
  - i) Inception Phase.* IDEV will provide detailed terms of reference as a basis for the inception phase. The consultant will produce an inception report which will map, document and review background information, identify available data, assess data quality, identify information gaps and finalize the methodology for the evaluation, develop and pilot data collection tools and a detailed work plan. This is likely to involve a scoping mission to AfDB HQ.
  - ii) Data collection and analysis.* The consultant will implement the inception report, including by undertaking data collection and analysis which will include collection of primary data to complement the review of project documents and available self-evaluation evidence and other secondary data and fill identified data gaps. Subsequently, all available data will be triangulated against the approved evaluation matrix to identify evaluation findings and conclusions.
  - iii) Reporting phase.* The consultant will produce technical report(s) which include all findings and conclusions, supporting evidence and appropriate explanation of methods used. The consultant will make revisions to the technical report(s) following a process of consultation.
6. It should be noted that IDEV will provide guidance and standards on evaluation design and conduct, ensure quality control at all stages, and will also be involved in missions where possible. IDEV uses both the OECD DAC evaluation criteria, principles and quality standards as well as the Evaluation Cooperation Group's Big Book. IDEV requires robust data collection and analysis. Firms are expected to provide supporting data and analysis to back findings provided in technical reports. IDEV uses the technical reports to draft a summary report for the Bank's Board.
7. It is anticipated that a *Request for Proposals* will be issued in April, with contracting in May and the inception phase beginning May/June 2017. Data collection missions are likely to be in September 2017. Draft technical reports are required in December 2017.
8. IDEV invites consulting firms to indicate their interest in providing the services. Interested eligible consulting firms or associations of consulting firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (documentation, references for similar services, experience in comparable assignments, availability of qualified staff, etc.). The firm should be able to bring together a range of expertise – including robust evaluation and the subject matter - and

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<sup>5</sup> IDEV uses the term cluster evaluation to refer to an evaluation of a group of projects or programs identified for their similar characteristics, using a consistent methodology, often focusing on specific evaluable aspects.

<sup>6</sup> Note that subject to resource availability, IDEV may conduct some of the components internally e.g. the review of existing evaluation literature.

make use of both senior and junior staff. Firms should also note that the Bank covers the whole continent and the associated languages.

9. The eligibility criteria, the establishment of a short-list and the selection procedure shall be in conformity with the Bank's Rules and Procedures for the Use of Corporate Consultants (for institutional needs). Please note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Bank to include it in the shortlist. IDEV reserves the right to adjust the scope and details of the assignment described here, in the Request for Proposals, following meetings with the Bank's Board and subject to resource availability.
10. The estimated **duration of services is 9 (nine) months** and the **estimated start date is 22 May 2017**.
11. Interested consultants may obtain further information at the address below during the Bank's working hours (09:00 to 17:00).
12. **Expressions of interest must be received at the address below no later than Tuesday 4 April** at 17.00 local (Abidjan) time and specifically mentioning the name of the assignment in the title. Expressions of interest should be written in either English or French.

**For the attention of:**

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