Annual Development Effectiveness Review 2022

Returning Africa to its development path
ACKNOWLEDGEMENTS

This twelfth edition of the Annual Development Effectiveness Review of the African Development Bank is the product of strong collaboration on the part of staff from most of the Bank’s departments. Charles Mulingi was the task manager of this report. Augustin Kouadio Adom, Honoré Menzan and Joël Sery provided valuable statistical support. We would like to acknowledge Sohir Debbiche, Damian Ihedioha, Bashir Gaya, Basil Jones, Aissatou Ba-Okotie, Maimuna Nalubega, Snott Mukukumira, Amira Elmissiry, Olukanyinsola Oyewole, Jessica Kitakule-Mukungu, Rudolphe Petras, Hannah Magoola, Carina Sugden, Folorunso David, Prajesh Bhakta, Adeleke Salami, Leontine Kanziemo, Anouar Chaouch, Ann Sow Dao, Belinda Chesire, Joel Mole, Gerald Njume, Densil Magume, Al-Hamdou Dorsouma, Goran Lima, Ifeyinwa Emelife, Ihcen Naceur, David Ashiqbgor, Yanne Sanogoh, Ghada Abuzaid, Martin Fregene, Dovi Amouzou, Mike Salawou, Apolo Kyeyune, Eva Joy Ruganzu, Rafika Amira, Rees Mwasambili, Jamila Hedhli, Ashraf Ayad, Helmi Hamidi, Brian Mugova, Maman-Sani Issa, Susan Mpande, Zodwa Mabuza, Riadh Ben Messaoud, Rafael Fassil, Clement Banse, Penelope Jackson, Armand Nzeyimana, Sabri Ben Meftah, and Tahnn Kouakou for their contributions and insights into the report.

We especially acknowledge the contributions of chief writer Marcus Cox (Agulhas Applied Knowledge), graphic designer Nadim Guelbi (Créon Design), editor Jennifer Petrela, French translators N’guessan Nianduillet and Xaverie Noah, and all consultants.

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Cover photo: The Bank is mobilising investments for transformative infrastructure. In Senegal, the Regional Express Train has halved the time to travel from Dakar to Diamniadio. Urban residents now have a safe, efficient transit system. Photo: AfDB

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Note: In this report, “$” refers to US dollars. Conversion rate as of 31 December 2021: 1 Unit of Account (UA) = 1.39959 US dollars (African Development Bank, 2021 Annual Report)
The African Development Bank: Best-in-class for mobilising infrastructure finance

Africa can’t build the infrastructure it needs without private financing: the infrastructure gap is too big for governments and international institutions alone to fill. The African Development Bank supplies vastly more finance for infrastructure projects with private sector participation in Africa than any other multilateral development bank.

Infrastructure finance provided by multilateral development banks with private sector participation, 2007–2020

The Center for Global Development, which analysed the figures, urges multilateral development banks to “use their broad toolkits to catalyze more private infrastructure finance, including from local sources and in social sectors.” The need is urgent, writes the Center. More information is available here.

The Center for Global Development, 2022
Scaling up private investment
The African Development Bank is one of the biggest investors in African infrastructure. We have a strong track record of mobilising private investment.
Foreword

Returning Africa to its development path

Africa faces an extraordinary set of challenges. Following the devastating domino effects of the Covid-19 pandemic, economies must be rebuilt, and public services and long-term investment programmes restored.

At the same time, African countries must also manage the accelerating impacts of climate change, prepare for future health emergencies, and deal with the prospects of a global food crisis triggered by the war in Ukraine. They face these challenges in the context of rising debt and sharply constrained public resources. Rebuilding and development require investment. If countries are unable to mobilise the resources they need, their prospects of achieving the Sustainable Development Goals will recede.

In short, Africa’s need for development finance has never been greater.

The African Development Bank has a unique role as Africa’s development finance institution, and as a leading source of affordable finance for African countries. We have the privilege of being one of the most important investors in African infrastructure, with a strong track record of mobilising private investment.

Our emergency operations played an essential role during the pandemic, enabling governments to implement public health measures and extend social protection to those in need.

This year’s Annual Development Effectiveness Review shows that our rapid Covid response facility helped train 130 000 health workers, provided social protection to nearly 30 million vulnerable households, and extended financing and advisory support to 300 000 small and medium enterprises.

We also pressed ahead with long-term investments in our strategic High 5 priorities, expanding access to electricity, improving transport connectivity, enhancing agricultural productivity, supporting industrialisation, integrating the continent, and substantially improving the lives of millions of Africans.

Given the new challenges facing Africa, coupled with the need to build a quality healthcare defence system, and with just eight years left to achieve the sustainable development goals, we need more ambitious plans for mobilising resources for Africa’s development.

Despite the challenging context, I remain optimistic about Africa’s return to recovery and growth. I call upon Africa’s partners around the world to join us in embracing a bolder vision for financing Africa’s development. Africa will not be defined by challenges, but by its ability to overcome challenges. Together, we will put Africa back on a sound trajectory for resilient growth and development.
Energy and prosperity go hand-in-hand

The Bank invests in programs that make electricity more accessible and stimulate productivity. Kenya’s Last Mile Connectivity project supplies electricity for agriculture and enterprise.
## THE 2022 SUMMARY SCORECARD

### LEVEL 1 – WHAT DEVELOPMENT PROGRESS IS AFRICA MAKING?

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### LEVEL 3 – IS AfDB MANAGING ITS OPERATIONS EFFECTIVELY?

#### Development Impact
- Timely completion reports
- Development outcomes
- Sustainable outcomes

#### Quality and Speed
- Quality of operations
- Time to first disbursement

#### Gender and Climate
- Environmental/social risk
- Gender
- Climate

#### Timely Execution of Operations
- Timely procurement
- Use of national procurement
- Average execution time

#### Proactive Project Management
- Non-performing operations
- Timely implementation
- Timely portfolio reviews

### LEVEL 4 – IS AfDB MANAGING ITSELF EFFICIENTLY?

#### Decentralisation
- Decentralisation
- Country presence

#### Climate Finance
- Climate finance

#### Engaging Staff
- Vacancy rate
- Time to fill vacancies
- Operations professional staff
- Employee engagement
- Managerial effectiveness
- Gender diversity

#### Value for Money
- Project implementation cost
- Administrative costs
- Project preparation costs

#### Financial Performance
- Private resource mobilisation
- Public resource mobilisation
The Annual Development Effectiveness Review (ADER) assesses the Bank’s contribution to the Bank’s five development goals: Light Up and Power Africa (Chapter 1), Feed Africa (Chapter 2), Industrialise Africa (Chapter 3), Integrate Africa (Chapter 4) and Improve the Quality of Life for the People of Africa (Chapter 5). Drawing on data from a wide range of sources, each chapter explores Africa’s progress against each High 5 and assesses how the Bank has contributed to achieving it. In doing so, the ADER also looks at how the Bank delivers on its cross-cutting goals, such as better governance and greater gender equality (Chapter 6).

Last but not least, the ADER assesses the Bank’s efficiency as a development organisation (Chapter 7).  

This year’s edition of the ADER reflects the impact of the Covid-19 pandemic, both on the Bank’s clients and on the Bank’s operations. Although the easing of Covid-19 restrictions put many regions of the continent back on a growth trajectory, economic recovery remains uneven and fragile. Continued vulnerabilities and new health measures pushed an additional 30 million Africans into extreme poverty in 2021. In addition, the challenging operating environment negatively affected the Bank’s ability to conduct its business. Covid-19-related travel restrictions, for example, delayed project appraisal, procurement, supervision, and completion. As a result, a third of our operations experienced implementation challenges and delays in 2021.

The 2022 scorecard summarises this year’s performance. It shows at a glance how effectively the African Development Bank contributed to Africa’s development in 2021. It indicates whether we advanced or regressed with respect to our targets at each level of the Results Measurement Framework:

- Green arrow (▲) = improvement
- Red arrow (▼) = deterioration
- Amber arrow (▲) = no change
- Grey circle (●) = data not available

Each arrow is an aggregate indicator: it summarises progress against multiple indicators. So, for example, the green arrow (▲) for Power infrastructure tracks progress against two indicators: Total installed electricity capacity (GW) and Installed renewable capacity (GW). Since both of these indicators made progress in 2021, the aggregate indicator is green. The methodology for determining the colour of the arrows and indicators is explained in the Annex. The Bank’s performance on each key performance indicator is discussed in the respective chapters. For comparison, see the 2021 summary scorecard, below.

By comparing our results to measurable, time-bound targets, the ADER gives stakeholders an objective snapshot of where our goals are on track and where we need to work harder or differently. The Bank is committed to transparency, accountability, and development results. The ADER gives our stakeholders the information they need to hold us to our standards.

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1 The methodology used to produce the Annual Development Effectiveness Review is explained in the Annex.
# 2021 SUMMARY SCORECARD

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Improving economic governance

To support African countries as they build back better, the Bank is fostering transparency and accountability in public services, stimulating government effectiveness, and building business-enabling environments.
Executive summary

This year’s Annual Development Effectiveness Review (ADER) reports on the results of the African Development Bank (Bank) for 2021: a challenging year that once again called on the Bank to demonstrate flexibility and responsiveness, both in its projects in countries around the continent and in its functioning as an institution.

The shock of the Covid-19 pandemic continued to affect African countries in 2021. The easing of lockdown restrictions made some economic recovery possible, with average growth returning to 5.1%, but high levels of uncertainty continued. At the same time, deteriorating economic balances and rising debt challenged African countries’ efforts to build back. The Bank helped countries shore up their budgets, fund vital social services, and resume investing in key infrastructure.

Light Up and Power Africa
The Bank is a major investor in Africa’s energy sector, including clean energy. Our investments in this area expand household access to electricity, make businesses more productive, and tackle climate change. During 2021, our operations facilitated the installation of 294 km of new or improved power transmission lines and enabled around 1.3 million people to access new electricity connections. We also reinforced institutions that regulate national energy systems, so that they better serve African citizens.

Expanding renewables is a key element in our New Deal on Energy for Africa. In 2021, our operations helped to install 72 MW of new renewable power capacity, and our off-grid renewable energy projects spurred the recovery from Covid-19. For example, we provided $20 million in concessional funding for our Covid-19 Off-Grid Recovery Platform, which is expected to leverage up to $40 million in commercial investments. We also championed Africa’s climate finance needs at the COP26 climate summit in Glasgow, and we will continue to demand that Africa receives its fair share of global climate finance. In October 2021, the Bank adopted its Climate Change and Green Growth Framework, which proposes a long-term strategy to guide the Bank’s climate-related activities through 2030.

Feed Africa
In recent decades, food production in Africa has lagged behind population growth, and the continent has had to import food to meet its needs. The situation worsened during the Covid-19 pandemic, which disrupted supply chains and agricultural markets. Africa’s food dependency drops in income brought on by the pandemic, and low agricultural productivity left one in five Africans facing hunger in 2020.

In 2021, 3.7 million people benefitted from our programmes to produce more food. Our operations delivered modern farming inputs, introduced new technology, and built water management systems. We also increased our support for agricultural processing, among other things by approving funding for six special agricultural processing zones. Seven more zones are under development.

Industrialise Africa
African industry has shown considerable resilience in the face of the economic turbulence of the last two years. In mid-2021, however, new strains of Covid-19 forced more lockdowns and interrupted the initial recovery, and the economic context has remained difficult since then. The pandemic slashed private investment in African industry, slowing efforts to improve productivity and scale up production. In many countries, the sector continues to be hampered by longstanding weaknesses in industrial policies, infrastructure, skills, and trade-related services.

In response, the Bank is pursuing two priorities that are key to accelerating industrialisation in Africa: investing in infrastructure in transport, logistics, and other areas; and stimulating private
investment. Between 2007 and 2020, the Bank provided more finance for infrastructure projects with private sector participation in Africa than did any other multilateral development bank. Among other realisations, in 2021 our projects supported the construction, rehabilitation, or maintenance of 857 km of roads. The Bank also introduced a range of mechanisms to increase private investment in African industry, including lines of credit to financial institutions. The resulting increase in commercial lending is helping small and medium-sized enterprises (SMEs) weather the economic disruption.

**Infrastructure and investment: A winning combination**

Finally, we are working with other African institutions to expand Africa’s nascent pharmaceutical sector and logistical infrastructure, so as to increase the local production of pharmaceuticals and create jobs.

**Integrate Africa**

Better integrating Africa’s economies and societies will make the continent more prosperous, will step up its development, and will increase its resilience to shocks. Recent moves to integrate trade are already helping African enterprises add value to their products, access larger markets, and become part of global value chains. Although most African countries temporarily restricted the cross-border movement of people and goods in 2021 to control the spread of Covid-19, several important steps to implement the Africa Continental Free Trade Area (AfCFTA) deepened regional integration.

**Regional integration brings prosperity. We are a strong ally of the AfCFTA**

The Bank has played a leading role in developing the AfCFTA. We provide vital financial and technical support to the AfCFTA Secretariat, and we are supporting the expansion of regional infrastructure and trade finance, which are vital to the AfCFTA’s success. In 2021, the Bank constructed or rehabilitated 262 km of cross-border roads and supported the development of airports and ports across the continent. Our provision of trade finance in 2021 facilitated more than 2600 transactions in at least 30 countries, stimulating $1.65 billion in intra-African trade.

**Improve the quality of life**

The Covid-19 pandemic interrupted more than two decades of improvements in living standards across the continent. Responding to urgent needs related to health, welfare, and income continued to be the top priority for Africa’s governments in 2021, and the Bank’s support must continue if the continent’s human development goals are to be met.

An important priority will be to increase Africa’s meagre access to Covid-19 vaccines, the lack of which has been a drag on the continent’s recovery from the pandemic. Equitable access to vaccination is necessary to return the continent to a path of sustainable and inclusive growth.

1.8 million jobs in 2021: Our operations develop skills and spawn entrepreneurs

In 2021, the Bank’s Covid-19 Response Facility continued to provide African governments with flexible, needs-driven support. By 31 December 2021, as a result of our approving $4 billion in funding, African countries’ capacity to administer Covid-19 tests grew from 15 271 to 179 682 per day, and 130 000 healthcare workers had been trained. Countries had provided social protection to 29 million vulnerable households and had extended financing and advisory support to more than 300 000 SMEs.

We also continued to implement our programmes for skills development and entrepreneurship to equip Africa’s rapidly growing workforce with the capacities workers need to pursue decent livelihoods and employment opportunities. Overall, 108 000 women and men were trained through Bank operations. Our Joint Impact model estimates that Bank operations approved in 2021 will support 1.8 million jobs. This is more than the 623 000 jobs supported by operations approved in 2020, when as a result of the pandemic, the Bank approved fewer investments in infrastructure.

**Cross-cutting issues**

The Bank’s operations address a range of cross-cutting issues that are critical to achieving the High 5s. The Covid-19 pandemic severely tested the continent’s economies. Our support raised the quality of budgetary and financial management in 14 countries, improved transparency, and accountability in the public sector in seven countries, upgraded procurement systems in six countries, and made the business environment more competitive in 12 countries. The Bank also helped regional member countries build their capacity to collect taxes and to adopt reforms that spur inclusive growth and curb corruption and illicit financial flows.

**Our operations mainstream resilience, good governance, gender equality, and green growth**

In early 2022, the Bank’s Board approved a new Strategy for Addressing Fragility and Building Resilience in Africa. The strategy identifies three mutually reinforcing priorities: strengthening institutional capacity, building resilient societies, and catalysing private investment. In 2021, our work on fragility focused on regions such as the Sahel. Among other things, it tackled climate change and desertification as drivers of conflict and fragility.
2021 was a critical year for global work on environmental issues. In November, at COP26 in Glasgow, we announced our new strategic framework on climate change. This framework commits the Bank to fully aligning all new operations and sector strategies to the Paris Agreement by 2023. In 2021, we channelled 41% in value of all the projects we approved to climate finance, surpassing our target of 40%. In addition, in 2021, the Bank mobilised $410 million in external climate finance for its projects and programmes, including $321 million from the Green Climate Fund.

The Bank continues to promote gender equality ambitiously in all its programmes. By the end of 2021, our Affirmative Finance Action for Women in Africa (AFAWA) initiative had approved $424 million for on-lending to over 1,800 women entrepreneurs in Africa. Our flagship 50 Million African Women Speak initiative supports a digital platform that meets the needs of female entrepreneurs. And in 2021, we launched a programme to train staff working in the project implementation units of Bank-financed projects how best to mainstream gender equality measures in project activities.

**Improving our impact and our efficiency**

During 2021, we raised our operational performance in a range of important areas. We improved the quality of our country strategy papers. A third of the procurement contracts of Bank-funded projects now use a national procurement system, and we increased the proportion of our new operations with a climate-informed design to 92%. We also reduced the proportion of our projects that are facing implementation challenges and delays and the proportion of those eligible for cancellation, although below targeted level.

Nonetheless, the Bank faced a number of challenges over the year. Chief among them were Covid-19 constraints, the rapid evolution of our clients’ needs, and limited lending headroom. As a result, a third of our operations were delayed. By end-2021, however, we had implemented 79% of the priority reforms planned under GCI-VII.

Also, by the end of 2021, we had mobilised $1.80 billion in resources, $1.39 billion of which will fund public sector operations and $442 million of which will fund private sector projects.

During 2021, many of our costs increased. Travelling for missions and face-to-face meetings resumed, and we stepped up our support for project implementation. Nevertheless, we kept administrative costs below our ceiling and our work environment cost per seat fell, mainly because of remote working.

Covid-19 restrictions complicated our efforts to continue decentralising our operations, with the proportion of our projects managed from our country offices falling marginally to 76%, below our target of 80%. In contrast, the proportion of operations staff based in country offices and regional offices increased to 52%.

We invest substantially in the development of our staff. To deepen employee engagement and improve management practices, we will conduct a new staff survey in 2022. The results will inform staff development priorities and serve as a baseline for us to track progress.

The Bank’s management continues to champion diversity in the organisation. In 2021, the share of women in professional staff stood at 31%, just below our target of 33%. The proportion of women among management staff receded slightly, to 26%.

Our challenging operational environment in 2021 increased our net vacancy rate for professionals to 11.2%, which leaves it just below our target of 12%. At the same time, the Bank continued to cut the time required to fill vacancies.

**Conclusions and outlook**

2021 was another challenging year, both for regional member countries and for the Bank’s operations. During 2021, we continued to prioritise health, social protections, and the economic response to Covid-19. We showed leadership on climate change in a year that was critical for the global environment agenda. And we supported African countries to begin recovering from the shocks of 2020 even as we refused to let uncertainty derail progress on regional integration.

In the year to come, the Bank will keep working to sustain Africa’s recovery and build the momentum required to deliver the High 5s and achieve the continent’s development goals.
About this publication

The 2022 Annual Development Effectiveness Review is a comprehensive report on the performance of the African Development Bank. The report reviews development trends across the continent and explores how the Bank’s operations have contributed to Africa’s development results. This review reflects the Bank’s focus on an interlocking set of five critical priorities within the Bank’s Ten-Year Strategy: the “High 5s”. It also looks at how effectively the Bank manages its operations and its own organisation. The report is supplemented each year by more detailed reviews of particular sectors, thematic areas, and countries.

About the African Development Bank Group

The African Development Bank Group is a multilateral development bank whose shareholders consist of 54 African countries and 26 non-African countries. The Bank Group’s primary objective is to contribute to the sustainable economic development and social progress of its regional members, individually and jointly. It does this by financing a broad range of development projects and programmes through public sector loans, including policy-based loans, and through private sector loans and equity investments; by providing technical assistance for institutional support projects and programmes; by making public and private capital investments; by assisting countries with development policies and plans; and by supplying emergency assistance.