

Development Results Achieved (2014-2018) and Status of the ADF-14 Matrix of Commitments

Note for Information
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I. INTRODUCTION

The strategic priorities for the African Development Fund (ADF)'s 14 Replenishment are underpinned by the Bank Group's High 5 operational priorities: (i) integrate Africa, (ii) light up and power Africa, (iii) feed Africa, (iv) industrialize Africa and (v) improve the quality of life of the people of Africa. These operational priorities are combined with five crosscutting themes, which the Bank aims to mainstream across all ADF activities: fragility, governance, climate change, gender and private sector. The 37 African countries eligible for the Fund's support are also those that struggle to finance their national development plans. Almost half of these countries are fragile, posing acute challenges not just to their own sustainable and inclusive development, but also that of their neighbors. The Fund works closely with development partners by providing predictable financing and policy advice to help eligible countries deliver essential investments and services to protect the most vulnerable people and communities.

Despite strong donors' support, the ADF-14 replenishment was 14% lower than ADF-13. The Fund has therefore prioritized strategic partnerships and innovations to crowd-in more public and private finance to deliver results for ADF countries. The Fund actively used co-financing in order to leverage its core resources. Management committed to implementing policies and strategies as well as one-off deliverables in order to achieve the expected results. These commitments were summarized as a Matrix of Commitments and Monitorable Actions for ADF-14.

This note provides an update on ADF results since 2014 and reports on commitments made for ADF 14. The Bank Group, and thus the Fund, has successfully delivered most commitments and has even surpassed some of the actionable targets. Further, the Fund is well on track to deliver commitments scheduled for end of 2019. However, Management recognizes that a few commitments have not been met. In those instances, actions that are being taken and revised target dates have been provided.

The remainder of the document is organized as follows. Section II summarizes the ADF's contribution to Africa's development from 2014 to 2018. Section III provides a high level update on the ADF 14 matrix of commitments and monitorable actions.

II. ADF'S CONTRIBUTION ACROSS STRATEGIC PRIORITIES (2014-2018)

- 1. Light up and power Africa:** The Fund has invested in a wide range of energy projects to expand Africa's power generation and increase access to energy - as part of the New Deal on Energy for Africa to achieve universal access to energy in Africa by 2025. During the period 2014-2018, we installed 206 MW of new total power capacity of which 59 MW was new renewable power capacity. We also delivered 8,978km of new or improved power distribution lines and 1,557 km of new or improved power transmission lines. Overall, our investments in the sector enabled nearly 1.9 million people to access electricity of which 48% were women.
- 2. Feed Africa:** The Fund's investments seek to transform the agriculture sector into a globally competitive, inclusive and business-oriented sector. Through collaboration with governments, private sector, farmers, research institutions and other partners, our range of interventions in the sector will contribute to making Africa self-sufficient in food and a net exporter of agricultural commodities and value-added products. During the 2014-2018 period, 71 million people benefited from improvements in agriculture because of our projects of which half of them were women. We delivered 82,000 ha of land with improved water management to enhance the livestock and crop yields. 11,556 km of feeder

roads were constructed/rehabilitated, linking farmers to markets, contributing to reduction in post-harvest losses therefore boosting farmers' incomes.

- 3. Industrialize Africa:** the Fund supports African governments to improve the business climate, enact conducive industrial policies and invest in infrastructure that generate high economic returns. In the period 2014-2018, we provided 45.5 million people with access to transport while building or rehabilitating 7,699 km of roads. We helped 546,000 small and micro businesses to access finance, benefiting 3.8 million people.
- 4. Integrate Africa:** The Fund is at the forefront in promoting regional integration in the continent in line with its Regional Integration Policy and Strategy. Our strategic approach in this area focuses on infrastructure connections, trade and investment promotion, and financial integration. In the 2014-2018 period, we delivered 2,188 km of cross-border roads to facilitate intra-African trade, as well as movement of people and services.
- 5. Improve the Quality of life for the people of Africa:** Better access to health, education, water and sanitation services is essential to improving the quality of life. In the social sectors, our projects provided 1.3 million people with better access to education (of which 54% women), we also provided 28.6 million people with new or improved access to water and sanitation (of which 49% were women). Our projects also helped to create 6.5 million jobs during the reporting period of which nearly half were women.

Table 1. ADF Results for 2014-2018¹

HIGH 5s	2014-2018		APPROVALS (ADF-14)
	Expected	Delivered	Jul 2017- Dec 2018
Light Up and Power Africa			
New total power capacity installed (MW)	230	206	527
New renewable power capacity installed (MW)	65	59	353
People with new electricity connections (thousands)	1,774	1,884	13,912
of which women	865	900	3,835
New or improved power distribution lines (km)	8,664	8,978	3,721
New or improved power transmission lines (km)	1,856	1,557	2,648
Emissions reduction in energy (thousand tons CO2)	2,433	1,978	2,924
Feed Africa			
People benefiting from improvements in agriculture (millions)	65.8	71.4	14.7
of which women	32.1	34.9	7.3
Land with improved water management (thousand ha)	107.7	82.5	16
Rural population using improved farming technology (millions)	1.2	2.1	1.6
of which women	0.6	1.0	0.8
Agricultural inputs provided: fertiliser, seeds, etc. (thousand tons)	6.3	7.0	11.9
Feeder roads built or rehabilitated (km)	12,502	11,556	2,370
Industrialize Africa			
People benefiting from investee projects (millions)	5.2	3.8	6.1
of which women	2.6	1.9	3.1
Government revenue from investee projects/sub-projects (US\$ million)	327	244	346
MSMEs effect (turnover from investments) (US\$ million)	453	524	794
Owner-operators & MSMEs provided with financial services (thousands)	481.3	546.2	28.5
People with improved access to transport (millions)	42.3	45.8	17.6
of which women	20.2	21.6	8.8
Transport-Roads constructed, rehabilitated or maintained (km)	8,164	7,699	2,033
Integrate Africa			
Transport-Cross-border roads constructed or rehabilitated (km)	2,594	2,188	1,061
Energy-Cross-border transmission lines constructed/rehabilitated (km)	100	19	1,062
Improve the Quality of Life			
Direct jobs created (millions)	6.1	6.5	1.9
of which jobs for women	3.0	3.3	1.0
Indirect and induced jobs created (millions)	0.2	0.2	0.1
of which jobs for women	0.1	0.1	0.0
People trained through Bank operations (thousands)	1,467	2,360	1,580
of which jobs for women	734	1,180	790
People benefiting from better access to education (millions)	1.2	1.3	-
of which female	0.7	0.7	-
People with new or improved access to water and sanitation (millions)	28.3	28.6	3.5
of which women	13.8	13.9	1.7

¹ **Methodology:** The development impact of completed operations is assessed through individual Project Completion Reports (PCRs) for public sector operations and Extended Supervision Reports (XSRs) for private sector operations, which includes information and data on the extent to which the Fund's operation has achieved its intended development objectives. This information includes the outputs, outcomes and beneficiaries of the project. The 2014-2018 ADF results table presents the aggregate data from all the PCRs and XSRs within this timeframe.

III. UPDATE ON ADF14 COMMITMENTS AND MONITORABLE ACTIONS

The Board of the African Development Bank Group approved the Development and Business Delivery Model (DBDM) to deliver more efficiently and effectively on the High 5 operational priorities of the Ten-Year Strategy 2013– 22. The impetus behind these reforms is to ensure that the Bank's business model is increasingly fit for purpose and better able to deliver its High 5 operational priorities and on its ten-year strategy (TYS). The ADF, as an integral part of the Bank Group, fully benefits from the DBDM reforms, which ensure better delivery of ADF-14 operational and strategic priorities.

Within this context, Management committed to implement policies and strategies, as well as one-off deliverables encompassing the High 5 operational priorities, the YYS and 5 cross-cutting themes. The commitments were distributed amongst the 8 Operational and Service Complexes of the Bank and summarized as a Matrix of Commitments and Monitorable Actions for ADF-14, comprising **9 Strategic Institutional Objectives** sub-divided into **29 Objectives** further divided into **41 monitorable commitments/actions** each with its measurable outcomes/reportings.

The Fund has delivered successfully on most of the identified commitments and has even surpassed some of the actionable targets. Further, the Bank and the Fund is well on track to deliver on rest of the commitments scheduled for end of 2019. However, Management recognizes that a few commitments have not been met. In those instances, actions that are being taken and revised target dates have been provided. A summary of the Matrix of Commitments is in **Table No. 2** below and extended Matrix of Commitments is in **Annex 1**.

Table 2. Summary of Matrix of Commitments

Strategic Objectives (9)	Objectives (29)	Monitorable Commitments / Actions (41)	Status
STRATEGIC AND OPERATIONAL FOCUS			
1. LIGHT UP AND POWER AFRICA	1. Channel more funding for energy operations 2. Secure electricity capacity from the private sector	3	Largely achieved & on track
2. FEED AFRICA	3. Leverage the potential of under tapped agro-ecological zones and catalyse private sector for agribusiness 4. Scale up support for climate smart agriculture (CSA)	3	Largely achieved & on track
3. INDUSTRIALIZE AFRICA	5. Update RMCs' policies and strategies to better support industry. 6. Catalyse private funding into infrastructure and industry projects. 7. Support financial sector deepening by investing in, and supporting, micro, small and medium enterprises.	4	Largely achieved & on track
4. INTEGRATE AFRICA	8. Accelerate the development of regional infrastructure to enhance connectivity and lower production & trade costs by promoting dialogue on regional issues. 9. Accelerating the development of regional markets and value chains.	5	Largely achieved & on track
5. IMPROVE THE QUALITY OF LIFE OF THE PEOPLE OF AFRICA	10. Supporting job creation across the High 5s, with a focus on youth and women. 11. Improving wellbeing and livelihoods through sustainable water and sanitation management.	3	Largely achieved & on track
6. CROSS CUTTING STRATEGIC AREAS	12. Investment and tracking of climate adaptation and mitigation finance. 13. Support countries to meet their INDC. 14. Strengthen gender mainstreaming in operations and commitment to women's economic empowerment across the High 5s to improve gender equality 15. Commitment to women's economic empowerment across the High 5s. 16. Develop a Gender Statistics Data Portal to strengthen data reporting and measurement of results 17. Deepen understanding of fragility and resilience in Africa. 18. Partner for better delivery in insecure environments. 19. Support private sector development in countries affected by fragility situations.	11	On track

	<p>20. <i>Scaling up policy dialogue and knowledge sharing on governance and macro-economic issues</i></p> <p>21. <i>Enhance domestic resource mobilization and tackling corruption and illicit financial flows (IFFs).</i></p> <p>22. <i>Support measures to improve the business environment.</i></p>		
7. DEVELOPMENT EFFECTIVENESS AND MANAGING FOR RESULTS	<p>23. <i>Strengthen results measurement, accountability and operational learning.</i></p> <p>24. <i>Measure job creation through Bank operations and improving the knowledge base to inform operations supporting jobs.</i></p> <p>25. <i>Manage for development results.</i></p>	5	Largely achieved & on track
8. RESOURCE ALLOCATION AND FINANCIAL MANAGEMENT	<p>26. <i>Implement the ADF-14 resource allocation framework</i></p>	1	Achieved
9. INSTITUTIONAL CAPACITY AND EFFECTIVENESS TO DELIVER ON THE HIGH 5S	<p>27. <i>Restructure the organization to deliver on the High 5s.</i></p> <p>28. <i>Improve the Bank's development effectiveness & cost-efficiency.</i></p> <p>29. <i>Improve and maintain presence in insecure environments.</i></p>	6	Partially achieved

Annex 1: Matrix of Management Commitments and Monitorable Actions for ADF-14

OBJECTIVES	MONITORABLE COMMITMENTS / ACTIONS	OUTCOMES / REPORTING	PROGRESS/ACHIEVEMENTS
I. STRATEGIC AND OPERATIONAL FOCUS			
1. LIGHT UP AND POWER AFRICA			
<i>1.1 Channel more funding for energy operations</i>	The AfDB Group will roll out its New Deal on Energy in ADF countries through partnerships, acting as a catalyst.	USD 4 billion will be leveraged through co-financing and crowding in of private and public investment in support of the energy sector in ADF countries of which USD 1 billion by MTR.	<ul style="list-style-type: none"> ✓ At MTR, USD 3.6 billion - three times the targeted was mobilized through co-financing in support of Africa's energy sector. A combination of internally housed trust funds and co-financing facilities enabled this achievement. ✓ Considering the MTR performance, target for of US\$ 4 billion by end of 2019 is on track.
	The AfDB Group will support eligible ADF countries in their efforts to increase renewable energy through policy and investment support – and also host the Africa Renewable Energy Initiative.	Contribution towards investment in around 5,000 MW new and additional generation capacity (including large hydro).	<ul style="list-style-type: none"> ✓ While the Fund is largely on track, this commitment hinges largely (70%) on a single project (Batoka) and hence will need to be realistic on achieving financial close by end 2019. That being said, the Fund has certainly demonstrated a strong commitment towards realization of the 5 GW target.
<i>1.2 Secure electricity capacity from the private sector</i>	The AfDB Group will support the implementation of independent power producer (IPP) procurement program in ADF countries.	2 ADF countries supported by MTR and 5 by 2019.	<ul style="list-style-type: none"> ✓ The Fund is not only advising on the establishment of IPP Procurement programs in multiple ADF countries but also positioning itself as a beneficiary of such efforts by other stakeholders. While SEFA trust fund has been central to some of the work in this area to date, the Fund will communicate a more multi-prong, One Bank approach to improving government processes for IPPs going forward. ✓ The Fund is on track to meet the end-2019 target - five countries where the IPP Procurement Programs will be rolled out will be finalized shortly upon completion of discussions with governments.

2. FEED AFRICA			
2.1 Leverage the potential of under tapped agro-ecological zones and catalyse private sector for agribusiness	The ADF will focus on increasing and linking production and processing capacity along key regional corridors.	<ul style="list-style-type: none"> ➤ 2 regions supported through dedicated ADF assistance by MTR and by 2019. ➤ 10 facilities set up to reduce the risk and cost to serve under-financed areas of the agribusiness sector and increase financial inclusion by MTR and by 2019. 	<ul style="list-style-type: none"> ✓ West and East regions received UA 84 million to support agribusiness value chain. ✓ 8 projects approved with components that address risks experienced by undeserved smallholder farmers. 3 projects currently being developed that will further support Risk Sharing Facilities in Kenya, Cameroon and Ghana.
	The ADF will provide innovative financing and investment mechanisms, including its partial credit and risk guarantee instruments (PCGs and PRGs) and blended finance instruments, climate finance, and ways to leverage concessional funds for risk mitigation and decreasing cost of finance.	Over 140 agribusiness / agroindustry enterprises and 70,200 farmers supported in ADF Countries by 2019.	<ul style="list-style-type: none"> ✓ Over 140 agribusiness/industry enterprises and over 850,000 farmers were trained and the overall investments resulted in the creation of 327,000 jobs. ✓ The expected outcome of these interventions is to transform agricultural value chains for food and nutrition security, and job and wealth creation through increased agricultural productivity and diversification of actors along the selected value chains on a sustainable basis.
2.2 Scale up support for climate smart agriculture (CSA)	The ADF will co-finance interventions to scale up use of best practice climate smart agriculture (along with the <i>Climate Resilience Fund for Agriculture</i> to be hosted by the AfDB Group).	<ul style="list-style-type: none"> ➤ Climate Resilience Fund for Agriculture established in the Bank by MTR; ➤ 351,000 farmers adopting climate smart agricultural practices by end 2019. 	<ul style="list-style-type: none"> ✓ The framework document of the Africa Disaster Risk Financing (ADRIFI) Programme was approved in 2018. ADRIFI will strengthen the resilience of smallholder farmers and rural communities to the impacts of climate disasters. ADRIFI supports climate change adaptation through sovereign index based insurance schemes. ✓ The bank is also developing a dedicated Climate Resilience Fund for Agriculture (CRFA) in partnership with other stakeholders working on adaptation of African agriculture (WB, FAO, IFAD, bilateral donors, etc.). The approach is to connect CRFA with the Morocco triple AAA, which is the AU agenda of agriculture adaptation. The bank is currently discussing with Morocco a strategic partnership to

			<p>operationalise triple A including the establishment of CRFA.</p> <p>✓ 100,000 farmers are expected to adopt Climate Smart Agriculture Program (CSA) practices in the Sahel and Horn of Africa with the support of two ongoing programs: Program to Improve Food Security and Resilience in the Sahel (P2RS) and Drought Resilience and Sustainable Livelihoods Program (DRSLP) in the Sahel and the Horn of Africa.</p>
3. INDUSTRIALIZE AFRICA			
<i>3.1 Update RMCs' policies and strategies to better support industry.</i>	The Bank Group will support ADF countries to develop and implement industrial policies/strategies to renew its approach to promoting and supporting private-sector-led industrialization	10 sustainable national industrial policies/strategies designed in ADF countries with AfDB support by 2019. Out of the 10 countries 2 will be in fragile situation.	<p>✓ The target for end-2019 is on track. Since 2017, 8 PBOs and ISPs have been approved in 7 countries (including 2 fragile countries) in support of industrial sector development, notably:</p> <ul style="list-style-type: none"> i. Developing a regulatory and institutional framework for the promotion of public-private partnerships (PPP) in Madagascar, ii. Supporting SMEs and female entrepreneurship in the Democratic Republic of the Congo (DRC), iii. Promotion of local and foreign private investment and an improved business climate in Mali.
<i>3.2 Catalyse private funding into infrastructure and industry projects.</i>	The ADF will crowd-in other financing, including from the private sector, into catalytic infrastructure programs and also foster investments by others.	Co-invest and facilitate in 15 infrastructure programs/projects in ADF countries by 2019.	<p>✓ 2 ADF guarantees totalling US\$ 50 million approved.</p> <p>✓ By end 2018, PSF risk participation in 12 projects amounting to UA 161.9 million enabling the Bank to extend loans amounting to UA 811 million to non-sovereign operations (NSO) in ADF countries with total project costs of about US\$ 5.83 billion (UA 4.15 billion), implying a leverage ratio of 25.6.</p>

			<ul style="list-style-type: none"> ✓ In addition, ADF resources have been used for 5 regional projects, including 3 regional roads and 2 power interconnections. The Fund also provided a loan of UA 3.55 million to Air Cote d'Ivoire, which, together with the ADF guarantee, catalysed private sector co-financing amounting to UA 125.4 million. ✓ 2019 pipeline includes 16 public infrastructure projects for a total amount of UA 1.17 billion.
3.3 <i>Support financial sector deepening by investing in, and supporting, micro, small and medium enterprises.</i>	The ADF will provide innovative financing and investment mechanisms to leverage concessional funds to support MSMEs in the industrial value chain.	UA 50 million of additional financing (medium to long-term credit or equity investment) for MSMEs in ADF Countries leveraged by innovative mechanisms by 2019	<ul style="list-style-type: none"> ✓ Target exceeded – By June 2018, the Bank approved UA 189 million for the financing of MSMEs in ADF countries, using Lines of Credit, Trade Finance Lines of Credit and Technical Assistance. ✓ The Bank is also using innovative instruments to scale up support to MSMEs in ADF countries using Venture Capital through the Boost Africa programme: a EUR 100 million equity capital contribution from AfDB and EIB guaranteed by a EUR 50 million junior tranche from the EC. ✓ Investment is accompanied with a EUR 20 million Technical Assistance Facility and an Innovation Lab managed by Jobs For Youth.
	The AfDB Group will scale up its Africa SME program providing lines of credits and technical assistance to SME-focused financial institutions (FIs) in ADF countries, including in fragile states.	15 Lines of credit and 15 of TA operations to SME-focused FIs by 2019.	<ul style="list-style-type: none"> ✓ Until MTR, the Africa SME programme approved 11 LOC's worth US\$ 63 million and nearly US\$ 1.5 million in TA. Under ADF-14, the Bank has approved 2 LOCs and 3 TA operations in ADF countries: DRC - Rawbank; Sierra Leone - Union Trust Bank; and Fortis Microfinance Bank. Additionally, the Bank was processing to approve 3 LOCs and 2 TAs in ADF countries and 9 additional operations have been identified for 2019. ✓ Apart from the Africa SME programme, the Bank has approved other LOCs that will largely

			<p>benefit SMEs in ADF countries, including countries in fragile situations. Specifically, 2 Trade Finance LOCs were approved for Banks in Mali and Liberia.</p> <p>✓ In order to reach the target of 15 LOCs by the end of 2019, the Bank plans to scale up its support to SMEs in fragile situations by requesting additional support from the EC for a first loss tranche to better address the risk associated with investing in those countries. The proposal, if approved, will be implemented from early 2019.</p>
4. INTEGRATE AFRICA			
<p><i>4.1 Accelerate the development of regional infrastructure to enhance connectivity and lower production & trade costs by promoting dialogue on regional issues.</i></p>	<p>The Fund will scale-up investments in PIDA projects (energy, transport, ICTs, water), and mainstream 'soft' interventions to amplify development outcomes.</p>	<ul style="list-style-type: none"> ➤ <u>Regional Infrastructure projects</u>: 35 % increase in the stock of bankable PIDA projects reaching financial closure by 2019 (10% in Y1, 15% in Y2, 10% in Y3) ➤ <u>Energy</u>: 5 cross-border energy connections by 2019 to facilitate power trade (2 by MTR) ➤ <u>Transport</u>: 3,050 km of regional roads rehabilitated or built by 2019. ➤ <u>Transport & Trade Facilitation Tool</u> to be used to mainstream soft issues on all cross-border transport projects finalized by 2018. 	<ul style="list-style-type: none"> ✓ <u>Regional Infrastructure</u>: Target exceeded as 21 projects reached financial close in 2017 and 10 additional in 2018 making a total of 31 projects (exceeding the overall target of 35% by 4 projects). ✓ <u>Energy</u>: 5 cross-border energy connection projects had all reached financial close/approved by MTR. ✓ <u>Transport</u>: Target on track with 1059.6 kms of road projects approved. Further, 4,115.5 kms of roads were completed in 2017 and 2018. ✓ <u>Transport & Trade Facilitation Tool</u> was finalized by MTR (2018).
	<p>The Fund will step-up its support for ADF countries to reform and/or harmonize cross-border policies that address challenges faced by traders in line with regional treaties & the WTO Trade Facilitation (TF) Agreement.</p>	<ul style="list-style-type: none"> ➤ 6 trade-corridor interventions by 2019 (3 by MTR) to assist implementation of TF measures to reduce cross-border trading costs (One-Stop-Border-Posts and Single windows, coordinated border management, cargo tracking, and/or simplification of tariffs, simplified trade regimes for small scale cross-border traders) 	<ul style="list-style-type: none"> ✓ 3 trade-corridor interventions by MTR to assist implementation of TF measures to reduce cross-border trading costs were achieved. 4 trade corridors interventions were initiated and currently being implemented. 3 additional trade corridor interventions are currently being prepared for 2019. ✓ 2 projects (330 kV WAPP North Core Interconnection Project, Chad & Cameroon

		<ul style="list-style-type: none"> ➤ 4 regional power pools (2 by MTR) supported with capacity building activities to expand cross-border power trade. 	<p>Interconnection Project) were supported with capacity building activities to expand cross-border power trade in 2017/18.</p> <ul style="list-style-type: none"> ✓ 2 regional power pools will be receiving support in 2019 with capacity building activities to expand cross-border power trade: Capacity Building to East African Power Pool (EAPP) towards Operationalising the Regional Power Market and the Southern African Power Pool (SAPP) and East African Power Pool (EAPP), receiving support with capacity building activities to expand cross-border power trade.
	The Bank Group will intensify the use of its convening power around pressing regional challenges to advocate for policy reforms based on data-driven knowledge products and tools.	3 major regional gatherings with multi-sector representatives organized by MTR (and another 3 by 2019) on issues raised in 2 flagship publications: The Africa Visa Index and the Africa Regional Integration Index.	<ul style="list-style-type: none"> ✓ 3 major regional gatherings with multi-sector representatives organized by MTR: a workshop in Geneva in collaboration with UNECA and the AUC and 3 technical working meetings were organized via teleconference to do the preparatory work for the launch of the 2nd edition of the Africa Regional Integration Index. Participated in 3rd edition of the Africa Visa Openness Index (Dec 2018) ✓ Additional events planned for 2019: Africa Regional Integration Index in June 2019 and 4th edition of The Africa Visa Openness Index.
<i>4.2 Accelerating the development of regional markets and value chains.</i>	The Fund will support RECs to harmonize quality and standards to widen market access for ADF countries.	<ul style="list-style-type: none"> ➤ 3 interventions to support RECs to develop harmonized regional quality and standards for widening market access and promoting regional value chains by 2019 (1 REC by MTR). ➤ 6 interventions (3 by MTR) to assist countries to upgrade their national quality infrastructure. 	<ul style="list-style-type: none"> ✓ MTR target met as a cocoa project involving value chain and cross-border integration between Ghana and Cote d'Ivoire is being designed and aims among other things to harmonize policies, procedures and regulations. ✓ 3 interventions being developed for 2019: 1) Cocoa Project (Cote d'Ivoire & Ghana) extension to include Cameroun & Nigeria; 2) Cashew Nut Project in West Africa 3) Semi Precious Minerals Project (Sierra Leone, Guinea and Zimbabwe)

			<ul style="list-style-type: none"> ✓ The Bank's interventions are ongoing in provision of TA support to the African Union Commission, NEPAD Agency & 8 AU recognized RECs (COMESA, EAC, SADC, IGAD, ECCAS, ECOWAS, CEN-SAD, UMA) to undertake upstream pre-investment work to accelerate project preparation for the PIDA Priority Action Plan (PAP).
	The Fund will support eligible countries to develop Spatial Development Initiatives along transport corridors to unlock regional value chains.	Value chain projects identified on 3 Spatial Development Initiatives (SDIs) along transport corridors by MTR.	<ul style="list-style-type: none"> ✓ MTR target exceeded - 6 SDIs were achieved: <ul style="list-style-type: none"> i. Nacala Rail & Port Value Addition Project ii. Cocoa Project between Ghana/Cote d'Ivoire iii. Semi precious minerals Project iv. TAAT: An Agricultural Flagship project v. Guinea (Conakry)-Guinea Bissau Road Project prioritized under RO envelope - value chain, Minerals vi. Cashew Nuts Project – West Africa
5. IMPROVE THE QUALITY OF LIFE FOR THE PEOPLE OF AFRICA			
<i>5.1 Supporting job creation across the High 5s, with a focus on youth and women.</i>	The AfDB Group will implement its Jobs for Youth Initiative with the view of creating quality jobs and contribute to create opportunities which will mitigate outward-migration.	<ul style="list-style-type: none"> ➤ 3.6 million young people to benefit from job opportunities by 2019 (i.e. 830,000 direct jobs and 2.70 million indirect and induced jobs); ➤ 2.2 million people equipped with job-specific skills; 0.5 million people benefit from better access to education by 2019. 	<ul style="list-style-type: none"> ✓ 1.4 million people have benefited from jobs opportunities from ADF projects in 2017 and 2018. The new projects approved in 2017 & 2018 are expected to create additional 1.4 million jobs. ✓ The Bank has also developed a methodology to track the jobs currently being tested in East Africa region. ✓ The Jobs for Youth Initiative was adopted in 2016 and revised the Results Measurement Framework (RMF) to incorporate jobs indicators for reporting. The revised RMF relates to direct jobs, which is being monitored and reported in the ADER for completed projects and specifically for ADF countries. The Bank has also put in place a system for tracking job

			<p>expectations from projects approved by the Board.</p> <ul style="list-style-type: none"> ✓ 80% progress achieved in terms of better access to education and extra efforts are being made for equipping people with job specific skills.
	<p>The AfDB Group will establish an innovation and information lab for market-based solutions to inform the design of jobs-generating operations and policies; incubate new ideas that aim to accelerate employment and entrepreneurship; and provide training and other support for entrepreneurs.</p>	<ul style="list-style-type: none"> ➤ Lab set up by end 2017. ➤ At least 10 Bank's projects/ADF countries benefiting from ecosystem support from the lab by 2019. ➤ At least 10 business incubators strengthened (with relevant knowledge, funding, mentorship etc.) from the lab's operation by MTR 	<ul style="list-style-type: none"> ➤ 5 countries (Zimbabwe, Togo, Mali, Ghana, Nigeria) are benefiting from the ecosystem support and the number of countries is expected to increase by end-2019. ✓ The Innovation & Information Lab was set up in June 2018 with support from the Youth Entrepreneurship and Innovation Multi-donor Trust Fund approved by the Board in November 2017. ✓ Progress delayed due to delay in the setting of the Lab. The Bank is putting extra efforts to make up for the delay.
<p>5.2 Improving well-being and livelihoods through sustainable water and sanitation management</p>	<p>The ADF will mobilize and invest additional resources for integrated and climate-resilient water infrastructure and services.</p>	<ul style="list-style-type: none"> ➤ Interventions in water and sanitation in ADF countries by MTR to benefit 1.7 million people and 4.4 million people by 2019. 	<ul style="list-style-type: none"> ✓ Target surpassed as 6.6 million people benefitted from Bank's interventions.
6. CROSS-CUTTING STRATEGIC AREAS			
Climate change			
<p>6.1 Investment and tracking of climate adaptation and mitigation finance.</p>	<p>The ADF will significantly scale up climate financing in eligible countries.</p>	<p>ADF climate finance oriented resources are at least 35% by 2019.</p>	<ul style="list-style-type: none"> ✓ 2019 target surpassed: 37% - total percentage of climate financing as a percentage of ADF financing. ✓ While the Fund recognizes that globally ADF countries receive the least climate finance, the Fund has adopted a new policy approach called Climate Change Action Plan (CCAP) that will provide institutional capacity support to RMCs to allow them to access global climate funds.
<p>6.2 Support countries to meet their INDC.</p>	<p>The ADF will provide technical assistance and policy advice to ADF countries.</p>	<p>10 operations in 10 ADF countries by MTR and subsequently 28 operations in 28 ADF countries by 2019</p>	<ul style="list-style-type: none"> ✓ By virtue of the Fund mainstreaming climate change into all projects and the development of screening tools for climate-informed design, the

			Fund believes this commitment will be largely met throughout all 38 ADF countries.
Gender			
<i>6.4 Strengthen gender mainstreaming in operations and commitment to women's economic empowerment across the High 5s to improve gender equality</i>	The ADF will strengthen gender mainstreaming in all new operations by improving tools and measurement approaches	Gender Marker System (GMS) systematically used by end of 2017.	<ul style="list-style-type: none"> ➤ A bank wide training tool kit for GMS was developed. ➤ Delay in the DBDM reorganization process, delayed the implementation of the GMS. ➤ The completion of the rollout of the GMS will happen in S1, 2019.
<i>6.5 Commitment to women's economic empowerment across the High 5s.</i>	Through Affirmative Finance Action for Women in Africa (AFAWA), the bank will address access to finance challenges faced by women in business	<ul style="list-style-type: none"> ➤ 4 investment operations with mobilization of co-financiers in ADF countries by MTR and 8 investments by 2019. ➤ 4 operations of capacity development /training, support to reforms, access to information/mentoring, or knowledge products/dissemination in support of businesswomen and, women entrepreneurs by MTR and 8 by 2019. 	<ul style="list-style-type: none"> ✓ 4 investment operations were achieved: <ul style="list-style-type: none"> i. LOC of US\$ 15 million to Raw Bank in DRC cofinanced with BADEA with an earmark of 50% of resources for women entrepreneurs ii. LOC of US\$ 15 million to Development Bank of Rwanda co-financed with IFC with an earmark of 30% of resources for women entrepreneurs. iii. LOC of US\$ UA 71 million to Kenya Commercial Bank co-financed with DEG with an earmark of 30% of resources for women and youth entrepreneurs. iv. LOC of US\$ UA 2 million to Union Trust Bank in Sierra Leone with an earmark of 60% of resources for women and youth entrepreneurs. This is cofinanced with the PSF (risk coverage). ✓ Additional 5 investments have been identified of which 3 have already been approved by the Board. The other 2 targeted investments remaining to meet the objective are being monitored closely with colleagues of PIFD to ensure non-slippage in delivery. ✓ 11 capacity building/training operations conducted in 8 countries: Tanzania, Zambia,

			<p>Senegal, Sierra Leone, Ghana, Côte d'Ivoire, Sudan and Rwanda:</p> <ul style="list-style-type: none"> i. Gender focal points training at the Tanzania Agricultural Development Bank on in-depth gender analysis and identification of specific value chains having a large presence of women smallholder farmers; ii. Capacity building for entrepreneurs with gender responsive agribusinesses in partnership with the African Women in Agricultural Research and Development (AWARD) iii. Gender training to young agripreneurs (African Youth Agripreneur Forum - AYAF) with over 400 youth attending from across the continent who are active in agribusiness or the agriculture sector or related value chains. iv. Fashionomics Africa Masterclasses: Trained 300 textile/fashion entrepreneurs (65% women) on business plan development; branding, marketing, networking; fostering market linkages; providing a greater understanding of the challenges and opportunities African fashion entrepreneurs encounter in running a fashion business and sharing of best practices and international standards.
<p><i>6.6 Develop a Gender Statistics Data Portal to strengthen data reporting and measurement of results</i></p>	<p>The ADF will develop a Gender Statistics Data Portal that will help staff generate data on gender indicators, gain access to presentation-ready graphics and monitor the impact of their operations on gender outcomes. In addition, the Bank will continue to work on its Gender Index,</p>	<p>Inclusion of revised gender indicators in the RMF and launch of Gender Statistics Data Portal including updated joint African Gender Equality Index available by 2019</p>	<p>✓ On track - the Gender Department now has staff dedicated to monitor gender-disaggregated data that is following the progress made on this objective.</p>

	together with UNECA towards an updated joint African Gender Equality Index		
Fragility			
6.7 Deepen understanding of fragility and resilience in Africa.	The Bank Group will systematize roll out the new Country Resilience and Fragility Assessment (CRFA) tool.	<ul style="list-style-type: none"> ➤ CRFA is carried out in all ADF countries by MTR and by 2019 ➤ Two annual reports of the CRFA for ADF countries by MTR and by 2019. ➤ The CRFA will be used in the design of new operations in countries in situation of fragility. 	<ul style="list-style-type: none"> ✓ The piloting in all 54 RMCs (2017) and training of staff in 2018 (Training of Trainers (ToTs), country economists, country managers and other staff including DGS, CM, Regional integration (RI) officers, CHHR) on the new Country Resilience and Fragility Assessment (CRFA) tool was done by MTR. ➤ CFRA Annual Reports will be produced at end of 2019. CFRA Implementation is underway in 2019 with data collection being carried out in all RMCs including ADF countries. A full report detailing the results and analysis of the updated CRFA will be launched in early-mid 2019. The CRFA process will be repeated in 2019 but with data collection starting from August 2019. This will allow for providing a full updated report by December 2019. ➤ 4 projects benefitted by the CRFA in its design process in countries in situation of fragility: <ul style="list-style-type: none"> i. Madagascar: Corridor Development and Trade Facilitation Project (2017) ii. Malawi: Shire Valley Transformation Project (2018) iii. Zimbabwe: North East Network Rehabilitation Project (Board Approval expected April 2019) iv. Zimbabwe: Zizabona Power Project (Board Approval expected April 2019). ➤ Zimbabwe Country Brief 2019-2020 prepared in Q4. 2018 has incorporated the CRFA findings to guide on entry points in Bank Programming.

6.8 <i>Partner for better delivery in insecure environments.</i>	Conduct joint assessments and operations with development partners in eligible ADF countries.	3 joint assessments per year and 12 operations with key multilateral and bilateral partners by 2019.	➤ 2 assessments done in 2017 (Gambia and Guinea), none in 2018 and so far 2 in 2019 (Guinée-Bissau-on-going; and Comoros).
6.9 <i>Support private sector development in countries affected by fragility situations.</i>	Increased resources for private sector in countries facing situations of fragility.	Provide at least 50% of PSF new approvals, to projects in countries with a sovereign rating higher than (worse) or equal to “B” in the Bank’s internal risk rating scale (4-).	✓ Target on track. 29% approvals by volume and 37% by number in 2017/18 achieved. Target on track.
Governance			
6.11 <i>Scaling up policy dialogue and knowledge sharing on governance and macro-economic issues</i>	The Bank Group will strengthen its policy dialogue and advocacy engagement on governance, macroeconomic issues and knowledge leadership	<ul style="list-style-type: none"> ➤ 25 Country Strategy Papers (CSPs) with governance mainstreamed by 2019. ➤ 10 countries supported through policy-based and investment loans to undertake governance and macro-economic reforms by MTR and 25 by 2019. ➤ At least 8 knowledge works (position papers, economic sector work/thematic studies) to inform country policy reforms undertaken 	<ul style="list-style-type: none"> ✓ 25 CSPs/Country Briefs have a governance pillar (Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Côte d'Ivoire, Djibouti, Ethiopia, the Gambia, Ghana, Guinea, Guinea-Bissau, Lesotho, Liberia, Malawi, Mali, Niger, Nigeria, Sao Tome and Principe, Sierra Leone, Somalia, South Sudan, Tanzania, Togo and Zambia) ✓ 16 ADF countries (including 13 fragile) have been supported until MTR through policy-based and investment loans to undertake governance and macro-economic reforms. The balance is in pipeline to be achieved by end-2019. ✓ 6 knowledge works produced by MTR for Sudan, Nigeria & Malawi, which have been used to inform design of PBOs and policy dialogues.
6.12 <i>Enhance domestic resource mobilization and tackling corruption and illicit financial flows (IFFs).</i>	The ADF will scale up its interventions to expand eligible countries’ domestic resource mobilization and improve capacity focusing on measures to increase fiscal revenues and reduce revenue leakages through corruption and illicit financial flows. Particular emphasis will be given to optimizing revenue management from natural resources and strengthening overall public administration.	At least 8 ADF countries see a 10 % increase in revenue to GDP ratio by 2019.	<ul style="list-style-type: none"> ✓ 7 Institutional Support Projects (ISPs) and 4 PBOs approved with a focus on DRM and/or IFF across 10 ADF countries, of which 8 are fragile states (DRC, Central African Republic, Chad, Cote d’Ivoire, Gambia, Lesotho, Liberia, Mali, Niger, South Sudan, Tanzania). ✓ ISPs have in particular focused on strengthening tax administrations, through institutional reforms, modernization and use of IT in tax and customs and capacity strengthening of tax officials.

			<ul style="list-style-type: none"> ✓ The Bank's work on DRM is expected to contribute towards increasing revenue to GDP across these countries. According to data for the countries being supported, Tax to GDP ratios in the countries supported by ADF-14 have on average improved by 5% between 2016-2018, and are targeted to reach 6%. The data across all ADF countries indicates that 13 ADF countries are expected to achieve 10% increase in tax to GDP ratio by 2019.
6.13 Support measures to improve the business environment.	The Bank Group will support policy and regulatory reforms for a competitive and enabling business environment and support financial intermediaries and SMEs.	8 ADF countries supported by MTR; and 15 by 2019.	<ul style="list-style-type: none"> ✓ Target met: 15 countries have received support to improve their Business Enabling Environment, including Benin, CAR, Chad, Cote d'Ivoire, DRC, Gambia, Ghana, Lesotho, Liberia, Malawi, Madagascar, Mali, Niger, Rwanda and Togo. ✓ The business environment support to these countries is being provided through 12 PBOs and 5 ISPs. These will lead to increased private investments in the respective sectors and improve economic competitiveness, among others.
II. DEVELOPMENT EFFECTIVENESS AND MANAGING FOR RESULTS			
7.1 Strengthen results measurement, accountability and operational learning.	The AfDB Group will report on results achieved in ADF countries through disaggregated data and publications.	Annual Development Effectiveness Review published in 2017, 2018 and 2019.	<ul style="list-style-type: none"> ✓ ADER 2017 released at 2017 Annual Meetings in India. ✓ ADER 2018 released at 2018 Annual Meetings in Korea. ✓ ADER 2019 will be released at 2019 Annual Meeting
7.2 Measure job creation through Bank operations and improving the knowledge base to	The AfDB Group will roll-out the Development Impact Approach to better assess the extent of its contribution to direct, indirect and induced jobs created.	The AfDB Group will track annually the number of jobs created in ADF countries as a result of its intervention by all its investments	<ul style="list-style-type: none"> ✓ The Bank has piloted the Development Impact Approach (DIA) in East Africa in 2017 and its results were reported in ADER 2018 report, capturing direct, indirect and induced jobs across all Bank operations. This approach will

<p><i>inform operations supporting jobs.</i></p>	<p>The AfDB Group will develop and make available for ADF countries an Enabling Youth Employment Index.</p>	<p>Index available by 2017.</p>	<p>help improve accuracy and avoid under-reporting. The DIA is scheduled for Management's discussion in February 2019 for scaling it to rest of the regions.</p> <ul style="list-style-type: none"> ✓ An initial Enabling Youth Employment Index report was developed in 2017 and benefited from extensive consultations both internally and externally (ILO; ECA, AU, USAID, DFID, Common Wealth secretariat, OECD). ✓ Based on Management's guidance, the Index approach has been revised to an online interactive dashboard, which is now referred to as the "Enabling Youth Employment Dashboard for Africa rather than a standalone report. The EYE dashboard is expected to be launched in 2019.
<p><i>7.3 Manage for development results.</i></p>	<p>The AfDB Group will develop, pilot and mainstream an integrated results planning and tracking system for non-sovereign operations in ADF countries and will establish an evidence-based rating method throughout the operational cycle.</p>	<p>Integrated new results based tools in the project cycle of non-sovereign operations by 2019.</p>	<ul style="list-style-type: none"> ✓ The report on "Enhancing results of NSOs" was discussed by Management in January 2018 and experience from other MDBs have also been reviewed as part of the MDB quality assurance event held in April 2018. ✓ An action plan has been developed by a joint task team that describes what instruments will have to be improved at origination, supervision and completion to ensure consistent results planning and tracking on non-sovereign operation.
	<p>Bank Group Management will maximize the development effectiveness of Bank Group operations by enhancing performance management across the institution.</p>	<p>Revamped set of key institutional performance indicators implemented by 2017.</p>	<ul style="list-style-type: none"> ✓ In the context of the 2018-2020 Work Program and Budget, the Bank updated its Key Performance Indicators (KPIs) covering both institutional and complex-specific matters. These indicators are monitored quarterly by Management and discussed twice a year with the Board.

			✓ Separately, top level KPIs for members of the Senior Management have been developed and cascaded down across Regional hubs since 2018. Further efforts are ongoing to cascade down these KPIs and targets across operational teams and staff.
III. RESOURCE ALLOCATION AND FINANCIAL MANAGEMENT			
<i>8.1 Implement the ADF-14 resource allocation framework</i>	Fund management will implement the allocation framework of ADF-14 resources as agreed with Deputies.	Approval by ADF Board of agreed adjustments to ADF-14 resource allocation framework by Q2 2017.	✓ Timely Achieved
IV. INSTITUTIONAL CAPACITY & EFFECTIVENESS TO DELIVER ON THE HIGH 5s			
<i>9.1 Restructure the organization to deliver on the High 5s.</i>	AfDB will roll out its new development and business delivery model.	The organizational changes are agreed by the Board and rolled out at HQ and Regional hubs by June 2017.	✓ The new Development and Business Delivery Model (DBDM) was approved by the Board in April 2016 and rolled out. The new organizational structure was developed with sector complexes created or adjusted and the regions restructured.
	AfDB will fill all its senior positions (PL 2 and above) and bring down the vacancy rate.	All senior positions filled by June 2017 and PL vacancy rate to below 10% by MTR.	<ul style="list-style-type: none"> ➤ By 30 September 2018, all 8 VPs were on board and a record 556 appointments were made. The vacancy rate dropped from 27% in January 2018 to 13% in January 2019. Management aims to achieve a 10% vacancy rate by June 2019. ✓ Key positions have also been filled in the corporate, operations and fiduciary functions including Directors for procurement (SNFI), anti-corruption (PIAC) and human resources (CHHR). ➤ The Board leads recruitment of Evaluator General. ➤ The interviews for the position of the General Counsel were concluded in early February 2019.
	AfDB will sign performance contracts with all its senior staff.	100% of performance contracts signed by March 2017.	✓ All Vice Presidents and Directors signed off their annual Executive Performance Agreement with the President before cascading the Corporate Key Performance Indicators (KPIs) down to the lowest levels within their teams.

	AfDB will develop and roll-out a new People Strategy and Strategic Staffing Framework to realign and enhance institutional HR processes on talent and, performance management, learning & development, rewards, career growth and leadership	New People Strategy presented to the Board by June 2017.	<ul style="list-style-type: none"> ➤ The target to present the People Strategy to the Board by June 2017 was not met. ➤ The new 2018-2020 People Strategy, currently being developed is to be submitted to the Board for consideration in the fourth quarter 2019.
<i>9.2 Improve the Bank's development effectiveness & cost-efficiency.</i>	AfDB will adopt a Value for Money framework to improve its effectiveness and cost-efficiency and guide its reforms.	Framework adopted by Q2, 2017.	<ul style="list-style-type: none"> ➤ The commitment was met with a delay. In April 2018 the Management endorsed the Bank's Value for Money Framework, which is a paper setting out an approach for assessing and improving the Bank's Value for Money over time. The framework covers three Management's domains: Organisation, Capital and Operations.
<i>9.3 Improve and maintain presence in insecure environments.</i>	The AfDB Group will strengthen its physical staff presence in fragile environments.	<ul style="list-style-type: none"> ➤ Increased physical presence & capacity in Regional Directorates and national offices esp. in countries dealing with fragility. ➤ Report to Deputies by ADF-14 MTR and end by 2019. 	<ul style="list-style-type: none"> ✓ The Bank has maintained presence in eleven countries with fragile situations with over a 100 staff. Three new additional country offices have been opened in Guinea, Benin and Niger since 2017. ✓ The Bank has applied for formal membership into the UN security system and the UN has agreed in principle to accept the Bank pending further negotiations on costs. The President of the Bank is in communications with Senior U.N. authorities to finalize this process. Despite no formal security MOU with UN, the Bank works closely with the UN Security organs through its Saving Lives Together (SLT) UN membership which provides significant security enhancements in several high risk countries such as CAR, South Sudan, Libya and Somalia.

Legend:

- ✓ Largely achieved & on track
- Partially achieved