

AFRICAN DEVELOPMENT BANK GROUP



REQUEST FOR EXPRESSIONS OF INTEREST FOR AN INDIVIDUAL CONSULTANT

MID-TERM REVIEW OF THE STRATEGY FOR ECONOMIC GOVERNANCE IN AFRICA (SEGA) 2021-2025

GOVERNANCE AND ECONOMIC REFORMS DEPARTMENT (ECGF)

1. The African Development Bank through the Governance and Economic Reforms Department (ECGF) hereby invites Individual Consultants to indicate their interest in the following assignment: **One (1) Individual Consultant to conduct the Mid-Term Review of the Strategy for Economic Governance in Africa (2021-2025)**
2. **Brief description of the assignment:** Under the direct supervision of the Director, ECGF or his designate, the Consultant will be required to:
 - Assess the Strategy for Economic Governance in Africa (2021-2025) for relevance, coherence, validity of design, efficiency, and development effectiveness.
 - Clearly present and document the progress and results achieved since approval, draw lessons and propose recommendations to inform the prioritization of objectives activities and implementation practices in the outstanding years of the strategy's implementation.
 - Prepare a Report and supporting PPT, presenting the findings based on a thorough document review, data analysis, interviews and stakeholder consultations
3. ECGF invites Individual Consultants to indicate their interest in providing the above-described services. Interested Consultants shall provide information on their qualifications and experience demonstrating their ability to undertake this assignment (documents, reference to similar services, experience in similar assignments, etc.).
4. The eligibility criteria, the establishment of a shortlist and the selection procedure shall be in conformity with the Bank's Rules and Procedure for Acquisition of Consulting Services funded by the Administrative or Capital Expenditure Budget. Please, note that interest expressed by a Consultant does not imply any obligation on the part of the Bank to include him/her in the shortlist.
5. The assignment will be over a period of 4 months, starting in June 2023.
6. Interested Individual Consultants may obtain further information at the email

address below during the Bank's working hours: from 09 :00 to 17 :00 hours (Abidjan time).

7. Expressions of interest must be received **by email** at the address below no later than **7th June 2023 at 17:00** (Abidjan time) and specifically mentioning Individual Consultant: **Mid Term Review of SEGA**

For the attention of: Mrs. Christine AHOUANSOU, c.ahouansou@afdb.org with copy to: Mrs. Carina SUGDEN, c.sugden@afdb.org

8. Interested Consultants must register on the AfDB E-Consultant site at https://econsultant.afdb.org/sap/bc/webdynpro/sap/zdac_wd_login_page?SAP-language=EN# and advise c.ahouansou@afdb.org on the webcode that will be issued, or share their DACON number if they are already registered. Please use Internet Explorer to access the E-Consultant application.
9. **Selection Criteria:** The evaluation criteria below will be used to select the consultant:

Criteria	Weight %
General qualifications and adequacy for the proposed assignment	30
Similar experience in the area of expertise of the assignment as described in the Terms of Reference (and understanding of the Terms of Reference if required)	50
Experience with the Bank or other international donors	10
Language proficiency	5
Knowledge of the Region (environment of the assignment) if the Consultant will undertake the Assignment in a Member Country	5
TOTAL	100

AFRICAN DEVELOPMENT BANK

TERMS OF REFERENCE

INDIVIDUAL CONSULTANT

MID-TERM REVIEW OF THE STRATEGY FOR ECONOMIC GOVERNANCE IN AFRICA (SEGA) 2021-2015

1. BACKGROUND

1.1 In February 2021, the African Development Bank approved and adopted a Strategy for Economic Governance in Africa (SEGA)¹. As a 5-year strategy, SEGA was designed in the context of the evolving economic landscape in Africa but with the ultimate vision of an Africa governed by transparent and accountable governments and strong institutions capable of driving inclusive sustainable and resilient economies. It is structured around four main objectives: 1) Ensure the sound management of public resources at the national and sub-national levels to achieve or maintain macroeconomic stability and the delivery of the High

¹ <https://www.afdb.org/en/events/strategy-economic-governance-africa-sega>

Fives. 2) Foster structural transformation by enabling a competitive private sector and level playing field for all enterprises. 3) Increase transparency, accountability, and inclusion in policy-making and service delivery 4) Combat corruption in the public and private sectors.

1.2 The strategy is being implemented in the spirit of the One-Bank policy through lending and non-lending operations across regional member countries (RMC) of the Bank. Now within its third year of implementation, the Bank seeks to review progress to determine how well it is meeting the objectives of the strategy and confirm its relevance for the continent. The review aims to leverage operational learning and best practice from the first half implementation period of SEGA for greater results and impact in subsequent implementation during the remaining period from 2023 to 2025. This assessment is being led by the Governance and Economic Reforms (ECGF) department of the Bank.

2. PURPOSE OF THE REVIEW

2.1 The undertaking of a mid-term review (MTR) is a commitment made within the strategy itself and it seeks to assess the strategy for relevance, coherence, validity of design, efficiency, and development effectiveness. The review will enable the Bank to document the results and achievements, draw lessons and propose recommendations to inform the prioritisation of objective, activities and implementation practices in the outstanding years of the strategy's implementation.

2.2 The MTR will assess projects that have been approved, being implemented and in the indicative operational program (IOP) of the bank with the goal of assessing progress, the results achieved and opportunities towards meeting the outcomes and long-term goals of the strategy. The MTR will also identify challenges, lessons and risks to the strategy; in order to make recommendations to guide senior management of the Bank, task managers and partners for implementation in the second phase of the strategy.

2.3 The mid-term review of the SEGA is an assessment of the progress made towards the objectives but at the same time a forward-looking evaluation in the sense that the progress made so far and the eventual shortcomings will inform the design and the implementation of the SEGA for 2023-2025 period. It will provide up to date evidence on the SEGA's impact, performance, and relevance with recommendations to the Bank's management. To this end, it will assess both the original targets, achieved results, shortcomings, and processes in the execution of the SEGA. This mid-term review is expected to provide credible findings and recommendations based on quantitative and qualitative data on its implementation from 2021 to date.

2.4 Furthermore, with the expiration of the Bank's Ten-Year-Strategy (TYS) by the end of 2023, the evaluation of SEGA will also be situated in the context of aligning with the proposed TYS for the coming decade. As a Bank-wide strategy with a specific theme, SEGA is being implemented through the One-Bank approach and it is important that it remains relevant to the broader strategic context of the Bank's development ambitions.

2.5 Specific Objectives:

- 1) Clearly identify and present the progress achieved by the Bank thus far through the implementation of the SEGA- distinguishing between the pillars and sub-pillars and their specific areas of intervention, as well as the enablers as outlined in SEGA. This should include assessment of the relevance of Bank activities and of the results achieved.

- 2) Determine whether SEGA has been successful in guiding the Bank’s work in the area of Economic Governance, in particular in terms of selectivity, complementarity with other development partners and results focus.
- 3) Gather and present the lessons from the implementation of the SEGA, specifying the particular challenges as well as opportunities that it created.
- 4) Identify the areas where implementation is lagging behind, and examine the factors that have contributed to any shortcomings.
- 5) Provide an analysis of the Economic Governance trends within the scope of the SEGA, are there any fresh challenges and opportunities that would be pertinent for the Bank to tackle?
- 6) Provide an assessment of the current organizational structure, staffing etc. and it’s adequacy to implement, monitor and deliver on the SEGA.
- 7) Provide recommendations on the specific directions and actions of the SEGA to be maintained, reinforced or exited for the remainder of the period. This may include recommendations on adjustments to current approaches.

3. SCOPE OF THE EVALUATION

3.1 The MTR is expected to cover the strategy implementation period from when it was officially approved in February 2021 to its mid-term period of July 2023. As such, it will encompass all activities carried out by the Bank with the goal of meeting the strategy’s vision and successfully delivering its expected results as enumerated in the results measurement framework section of the document. More specifically, projects under the ambit of the governance portfolio of the Bank will be evaluated as well as Bank projects across other operational sectors and themes that are complementary towards the achievement of sound economic governance in Africa. It will also evaluate complementary non-lending activities carried out under the framework of the strategy.

4. REVIEW CRITERIA AND QUESTIONS

4.1 The MTR will align with the DAC evaluation criteria pertinent to the strategy as well as others relevant to the unique context of the strategy. In this assessment, the MTR will seek to answer the corresponding questions under these criteria:

- A. **Relevance:** To what extent is SEGA aligned to strategic priorities of the Bank, regional and international commitments, and the needs and priorities of regional member countries? Is SEGA, specifically its implementation, relevant against the backdrop of major economic shocks affecting the continent including the COVID-pandemic, the food crisis, and the cost-of-living crisis? Have the operations delivered under SEGA been sensitive to the economic, environmental, social, political economy and capacity conditions in which they have or are being implemented?
- B. **Coherence:** Have interventions carried out under the strategy been strategically compatible with other Bank and partner interventions in the respective RMCs and regions of implementation? Has there been complementarity, harmonisation, and coordination in project implementation across Bank complexes and across development partners with similar geographic remit?
- C. **Validity of Design:** To what extent was the theory of Change relevant and the results management framework appropriate for the monitoring and evaluation of results. Did the design of the strategy clearly define outcomes, outputs and performance indicators with befitting baselines and realistic targets? Has the modus operandi for implementation been appropriate? Is the duration of the strategy appropriate?

- D. **Development effectiveness:** Have the interventions under SEGA achieved or on course to achieve its objectives, deliver on the outlined areas of intervention under each sub-pillar, and results as outlined in the results measurement framework? What results have been achieved? What, if any, unintended results have been realised through the strategy?
- E. **Efficiency:** How efficiently have human resources, time, expertise, and capital been allocated and deployed for the purpose of implementing SEGA? To what extent have interventions under SEGA been delivered or on course to deliver its expected results in an economic and timely way?
- F. **Lesson Learnt:** What good practices can be learned from the strategy implementation so far that can be applied in the second phase and to similar future Bank strategies? What should have been different, and should be avoided in the next phase of the strategy implementation?

5. METHODOLOGY

5.1 The MTR will be carried out using standard evaluation techniques to collect, aggregate and analyse data. It is expected to include desk review, interviews with task managers and other relevant stakeholders, including clients.

6. KEY DELIVERABLES

1. Inception report (with detailed work plan and data collection instruments).
2. A first draft report to be reviewed by the constituted MTR team in the Bank.
3. A matrix table responding to all comments from the MTR team on the first draft, including explanations as to how comments were addressed or why any comments might not have been incorporated.
4. A final MTR report which considers comments by the MTR team and is cleared by the ECGF director. It will include a cover page; executive summary; acronym page; description of the MTR; purpose and scope of the MTR; methodology; clearly identified findings for each evaluation criteria as specified in the terms of reference; detailed presentation of key achievements and results, lessons learnt; conclusion and recommendations. It shall also include annexes comprising the list of documents reviewed, stakeholders interviewed, questionnaires used and other relevant documents.
5. One-page summary of the review findings, with focus on the results achieved, lesson learned and recommendations.
6. A power-point presentation for use in a workshop for disseminating MTR findings to task managers and relevant stakeholders of the Bank.

7. PROPOSED SCHEDULE

The following table presents the expected schedule of activities and timeline per deliverable.

Table 2: Activities and timeline²

<i>Key Activities</i>	<i>Timeline</i>
Issuance of REOI	30 May, 2023
Shortlisting and consultant selection	8 June, 2023

² To be agreed during inception phase

Signing of the contract	12 June, 2023
Inception Report+ Methodology	26 June, 2023
Review Inception report by incorporating comments	03 July, 2023
Data collation, internal and external consultations, and stakeholder engagement+ background documents and report writing	03 July – 24 July, 2023
SEGA MTR Draft Report submitted	31 July, 2023
Draft report review + key stakeholder validation	14 August - 8 September, 2023
Updated draft report	8-22 September, 2023
Final Report	30 September, 2023

The timelines proposed above are indicative and will be firmed up in consultation with the selected consultant.

8. QUALIFICATIONS AND EXPERIENCE

To implement this assignment, a consultant with the following qualifications, experience and competencies will be required:

- Higher degree (at least a master’s degree or equivalent) in a relevant field (i.e. Economics, Business or Public Administration, Political Science) with over Ten (10) years’ experience in undertaking evaluation for development initiatives and/or strategy development.
- Demonstrated knowledge and experience of working on Governance in Africa, in particular an understanding of geo-political and regional dynamics, regional political and economic governance trends and reforms.
- Strong analytical skills and demonstrated ability to assess complex projects/programmes, undertake evaluations, and draw forward looking conclusions and recommendations.
- Strong experience in stakeholder engagement, networking, and broad consultations.
- Proven experience in multilateral development bank strategies, policies and operations.
- Experience with standard governance type operations, including program-based operations design, processing and evaluation would be added advantage.
- Proven successful and substantial experience in undertaking similar tasks.
- Extensive exposure and knowledge of the African continent; working experience in Africa is essential.
- Excellent English and/or French writing and communication skills, at least a working knowledge of the other language
- Extensive exposure and knowledge of the African continent; working experience in Africa is essential.
- Key experts with excellent written and spoken English and French.

9. ADMINISTRATION/REPORTING

9.1 The Consultant will report to the Director of the Governance and Economic Reforms Department. Day to day management of the consultancy will be undertaken by a staff designated by the Director. A core team will be established, which will include one additional consultant available to support the consultant 75% of his/her time, for data gathering and analysis, research, and coordination assignments. The Consultant will be expected to liaise extensively with ECGF staff, the strategy department and other sector departments, regional and country offices, and external stakeholders.

9.2 Format of reports: All reports should be no more than 30 pages in length with an Executive Summary of 2-3 pages. Each report will be supplemented by annexes, including methodology,

persons contacted and interviewed, and documents reviewed. Executive presentation (in power point) should also be provided. The primary language of the report will be English.

10. TIMEFRAME OF THE ASSIGNMENT

The assignment is expected to be completed over a period of four months starting in June 2023. It is expected that the majority of the work can be undertaken remotely. The Consultant may be requested to travel to Abidjan, the Bank's headquarters if required within the duration of the assignment.

11. REMUNERATION

To be negotiated in line with the African Development Bank procurement rules and procedures.

Disbursement of the fees will be based on the outlined deliverables in this Terms of Reference.