

AFRICAN DEVELOPMENT BANK



TERMS OF REFERENCE SURVEY OF AFRICAN DEVELOPMENT BANK CLIENTS

1. Background and Rationale

- 1.1 In recent years, the African Development Bank has realized dramatic increases in its African Development Fund (ADF) replenishments and African Development Bank (ADB) capital, as well as large rises in Bank group lending during the global financial crisis. One key factor fuelling its enhanced lending and profile has been the Bank's efforts to become more responsive to regional clients. However, whether this has been successful has not been tested by a focused survey of Bank clients. This document sets out Terms of Reference for conducting such a survey, to be carried out by a team of external consultants.
- 1.2 The Bank has already agreed to introduce a comprehensive results framework to evaluate its future progress. In addition, at the BWI Spring Meetings of 2010, the President of the Bank indicated that the Bank intends to enhance its accountability by allowing clients regularly to evaluate its performance. He defined this further at the Bank's Annual Meetings as being "feedback from the people we serve as to how we affect their lives, whether we comply with our policies and whether we take all necessary safeguards", and indicated that "stakeholders" should be defined widely, including business and civil society.
- 1.3 These Terms of Reference describe the goals, outcomes and activities of the review, and details the requirements for consultancy input.

2. Goals, Outcomes and Scope

- 2.1 The proposed survey of the Bank's clients and partners will be undertaken to assess their views and evidence on the Bank's responsiveness and accountability, the degree to which its policies and practices facilitate "ownership" by regional member countries (RMCs), the alignment of its priorities with RMC priorities, and the effectiveness of its partnerships.

- 2.2 The survey will provide stakeholders with a structured and confidential mechanism to express their views and provide data and information on their relationship with the Bank, as well as making suggestions on how the Bank could enhance its responsiveness and accountability.
- 2.3 The information will also benefit non-regional member countries and other non-regional stakeholders in (a) their assessments of the Bank's governance and working practices, by allowing them to see views of regional beneficiary stakeholders more clearly, and (b) lessons for how other multilateral organizations might become more responsive.
- 2.4 The information will be vital to the Bank management's capacity to assess:
- (a) The alignment of the strategic priorities of the Bank with those of the Bank's clients;
 - (b) The policies and practices of the Bank which facilitate or undermine "ownership" in borrowing countries;
 - (c) The responsiveness and accountability of the Bank to its African stakeholders;
 - (d) The extent to which the structure of the Bank's partnerships attracts and inspires confidence in its partners; and
 - (e) Areas which may be useful for the Bank's own evaluation department to probe.

3. Outputs

- 3.1 The main output of the project will be the first external survey of client perceptions of the Bank. A final report will be issued by September 2011, for consideration by the Bank's management and Board of Directors, and thereafter published on the Bank's website and widely disseminated.
- 3.2 The issues to be analysed in the report will cover the following themes:
- (a) **Alignment of strategic priorities and policies** - how the Bank sets its priorities and how, in context, these are aligned with priorities of Regional Member Countries.
 - (b) **Ownership** - how ownership is promoted by the processes and mechanisms of delivery used by the Bank.
 - (c) **Responsiveness, Accountability and Transparency.**
 - (d) **The Bank as Advocate and Forum.**

- 3.3 The final report will present key findings, conclusions and recommendations for improvement, as well as lessons and recommendations for conducting similar exercises in future. The main report will be concise (up to 30 pages, including an executive summary of 4-5 pages), with supporting evidence and a note on methodology provided in annexes.

4. Scope, Methods and Activities

- 4.1 The survey will cover the following groups:

- (a) Ministers and other chief executives of government agencies;
- (b) Government officials managing Bank programmes and projects;
- (c) Private sector and civil society organisations; and
- (d) Partners of the Bank (such as other regional and sub-regional institutions).

- 4.2 The study will draw on the following methodologies:

- (a) Use of questionnaires and structured interviews to elicit views and evidence from chief executives of organisations;
- (b) Use of detailed criteria to allow government officials and staff of civil society organisations to evaluate the Bank's policies and procedures in detail; and
- (c) Use of a web-based survey to elicit views from CSOs and wider groups.

- 4.3 Specifically, the study team will:

- (a) Interview 60-80 Minister/PS-level officials from the Bank's RMCs at BWI Spring Meetings (April 2011), or any other relevant forums during 2011, including the Bank's Annual Meetings in June 2011;
- (b) Conduct a regional workshop of approximately 40 Director - or unit head level government officials responsible for managing the Bank's funds, to evaluate Bank policies and procedures in more detail;
- (c) Conduct a consultation exercise with CSOs throughout Africa (including a face-to-face workshop with 40 key networks/CSOs and a web-based survey of a broader range of CSOs);
- (d) Interview 60-80 key chief executives of African private sector enterprises and representative organisations, including at the WEF meetings in Cape Town in May 2011 (and via web-based contact);
- (e) Present the draft findings of the review to the Bank's management and Board of Directors in September 2011; and
- (f) Finalize the report for publication in light of comments received.

- 4.4 The survey will address the key themes listed above, against which the consultant team will design more detailed questions.

4.5 A project timeline is presented in the table below:

PROJECT TIMELINE

Item	Location	Week commencing
Final contract discussions / signature of contract		March 2011
Inception Meetings	Tunis	April 2011
IMF / World Bank Spring Meeting	Washington	April 2011
Regional Workshop – Government Finance Managers	Bamako	May 2011
World Economic Forum	Cape Town	May 2011
Regional Workshop – Multi-Stakeholders	Addis Ababa	June 2011
African Development Bank Annual Meeting	Lisbon	June 2011
Presentations to the Bank’s Management and Board	Tunis	September 2011

5. Survey Team

- 5.1 The project will be delivered jointly by Development Finance International (DFI) and the Global Economic Governance (GEG) programme of Oxford University. Both organisations have strong experience of analysing the performance of multilateral institutions providing development finance, drawing on stakeholder opinions.
- 5.2 The team will be led by Mr. Mathew Martin (Director, DFI) and Prof. Ngaire Woods (Director, GEG), supported by additional researchers/evaluators with experience in the survey methods outlined above, who will assist them in issuing and collecting questionnaires, conducting interviews, facilitating workshops and writing reports.