



IDEV

Independent Development Evaluation
African Development Bank

From experience to knowledge...
From knowledge to action...
From action to impact

Senegal: Country Strategy and Program Evaluation 2004–2013

What was the Objective of the Evaluation?

This evaluation measures the relevance, effectiveness, efficiency and sustainability of the AfDB Group assistance to Senegal as well as the institutional performances of the borrower and the Bank between 2004 and 2013. The evaluation also draws relevant lessons to help improve the design and implementation of the Bank's 2016 - 2020 Country Strategy Paper (CSP) for Senegal.

What did IDEV Find?

Relevance

Relevance is moderately satisfactory. All the Bank's strategies and programs are aligned with the priorities of the government's development policies, the beneficiaries' requirements and the Bank's operational priorities. However, the Bank lacks selectivity, and its strategic positioning is not underpinned by a specific analysis.

Effectiveness

Effectiveness is moderately satisfactory. The sector performances are variable. Most of the physical outputs have been achieved. However, these outputs have not always been translated into development outcomes.

Efficiency

Efficiency is moderately unsatisfactory mainly as a result of slippages on implementation and cost overruns, although the Bank's office in Dakar is a mitigating factor.

Sustainability

Sustainability is moderately probable. The communities have assumed ownership of the assets in certain sectors. However, there are still problems regarding mobilization of the

infrastructure maintenance budget, as well as poor operating conditions of the structures and lack of training on the use of equipment.

Performance of the Bank and the Government

Since the opening of its Regional Office in 2005, the Bank has intensified advisory services and technical assistance through more responsive direct contacts, facilitated dialogue with the authorities and non-State actors, and helped the Government to adopt more efficient practices. However, the beneficiaries are often unaware of the Bank's achievements due to lack of communication.

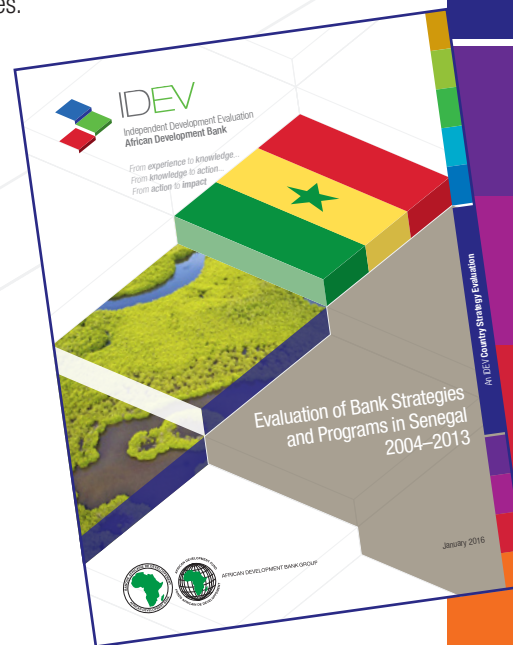
The Government's clear strategic priorities have produced tangible results. However, difficulties in mobilizing counterpart funds, slippage on the fulfilment of disbursement conditions, and slow start-up of activities affect performance.

What did IDEV Recommend for the Future Strategy?

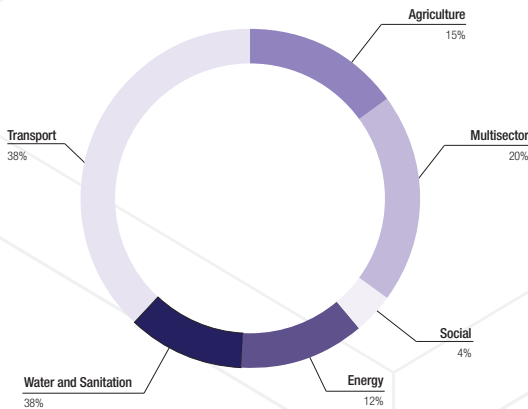
- **Strengthen the Bank's strategic positioning.** Greater selectivity of intervention areas, based on adequate analytical studies, is recommended to allow the Bank to optimize its development outcomes.
- **Improve effectiveness of project/program supervision** through three complementary actions: (i) assist the Government in establishing an efficient national



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Project Distribution by Sector (commitments in UA)



results-based monitoring/evaluation system; (ii) organize supervision missions to cover all relevant aspects, including stricter monitoring of implementation of environmental management plans and quality control to prevent the numerous physical defects noted in some structures; and (iii) ensure compliance with the implementation of supervision mission recommendations.

- Ensure sustainability of infrastructure.** For roads, in particular, one area for dialogue with the Government is the establishment of a mechanism that will ensure timely State budget contributions to the Autonomous Road Maintenance Fund to comply with the annual Road Maintenance Program.



About IDEV

Independent Development Evaluation (IDEV) of the African Development Bank carries out independent evaluations of Bank operations, policies and strategies, working across projects, sectors, themes, regions, and countries. By conducting independent evaluations and proactively sharing best practice, IDEV ensures that the Bank and its stakeholders learn from past experience and plan and deliver development activities to the highest possible standards.

Management Response

Management has taken due note of lessons drawn from the evaluation conducted by IDEV. It agrees with most of the recommendations. The lessons and recommendations of this evaluation will be taken into consideration during formulation of the new Bank assistance strategy in Senegal (2016-2020) and all operations will be implemented within this framework.

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