

Evaluation of the quality of the New Deal on Energy for Africa

Inception Report

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1. Introduction

1.1. Purpose of this report

This inception report has been prepared under Contract No. BDEV/2019/06/JM02 with the African Development Bank (AfDB). The contract is for the completion of an evaluation of the New Deal on Energy for Africa (NDEA) for the Independent Development Evaluation (IDEV) of the AfDB.

This inception report confirms the methodology and approach to be taken in completing the aforementioned evaluation. The report defines the specific evaluation questions to be addressed at each stage of the analysis, the stakeholders to be engaged, and the analysis to be performed. The report also presents the workplan, deliverables, and the dates by which those deliverables will be prepared.

1.2. Context

Access to energy is an important pre-requisite to inclusive, broad-based economic growth.

The growth of job-creating industries depends on access to energy (and especially to electricity) to drive the processes and to unlock sustainable improvements in productivity. Access to energy is also important on the micro-level. Access to clean and reliable lighting can be transformational for households in rural areas, facilitating the realisation of other development objectives, for example in health and education. Energy can have a particularly profound impact on the opportunities available to women and girls and other marginalised groups, for example through reducing the drudgery associated with household tasks that often fall to women.

The African continent has access to abundant energy resources. In addition to its mineral wealth, clean energy resources are also widely available across Africa. Access to these resources varies regionally, but solar, wind, hydro, and geothermal resources are available. The cost of generating power from solar and wind in particular has declined substantially in recent years.

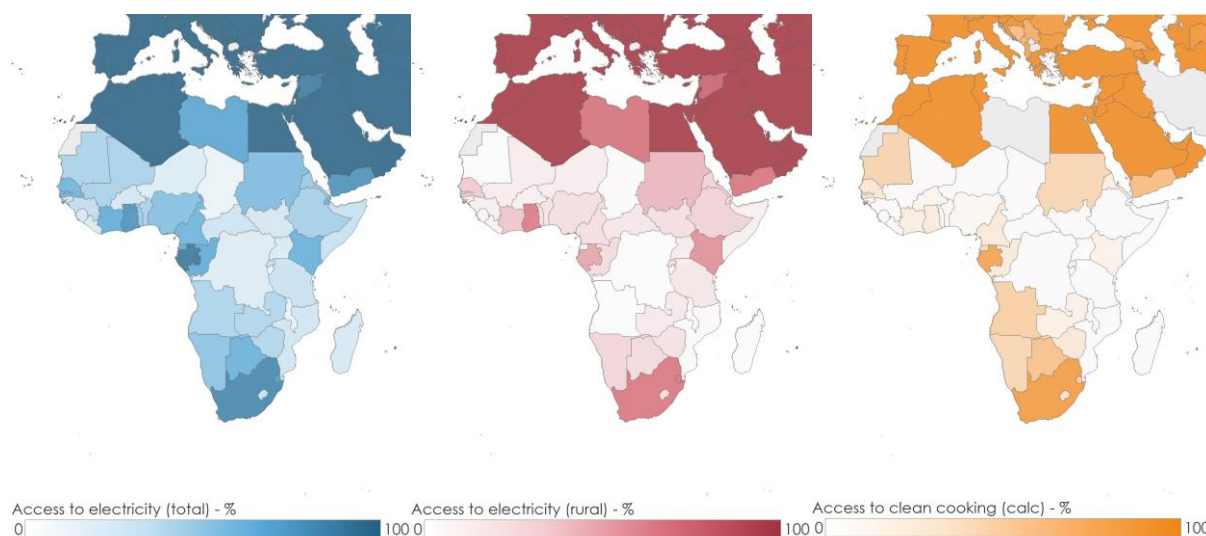
Despite this, access to clean, reliable, and affordable energy remains low across large parts of the African continent. According to the latest update to Sustainable Energy for All's (SE4All) Tracking Sustainable Development Goal 7 (SDG7) report¹ only 44% of the population has access to electricity in sub-Saharan Africa (SSA). In rural areas only 22% of the population has access to electricity. In many countries across the continent the main source of energy remains unsustainable, traditional biomass. The use of firewood and charcoal for cooking and heating can have a negative impact on health outcomes (with women and children disproportionately affected) and the associated deforestation is often the single biggest contribution to greenhouse gas (GHG) emissions. Across SSA only 30% of the population has access to clean fuels and technologies for cooking. Progress across the continent is uneven: Figure 1 indicates, for example, how South Africa, along with some countries in North Africa, achieve materially better outcomes than most countries across SSA.

There is a shortage of bankable projects that constraints growth in energy access. While there are many investors interested in allocating funds to energy projects in Africa, there is often a limited pipeline of credible projects to provide the scalability that many investors need. This

¹ IEA, IRENA, UNSD, WB, WHO (2019), Tracking SDG 7: The Energy Progress Report 2019 (<https://trackingsdg7.esmap.org/data/files/download-documents/2019-Tracking%20SDG7-Full%20Report.pdf>)

points to the importance of a joined-up approach that does more than increase capital deployed to the sector.

Figure 1 Access to energy: electricity-all areas (left); electricity-rural (middle); clean cooking (right)



Source: IEA, IRENA, UNSD, WB, WHO (2019)

In light of this access gap, AfDB has set the ambition for Light Up and Power Africa to be one of its High 5s. The High 5s are core strategic objectives that have been adopted by AfDB. The other High 5s are to feed Africa, to industrialise Africa, to integrate Africa, and to improve the quality of life of Africans. The goal to light up and power Africa is widely acknowledged to be central to achieving the remaining strategic objectives. This highlights the need for an integrated approach to tackling the High 5s, with a clear focus on addressing the energy access gap. During the 2016 Annual Meetings, energy was identified as the overwhelming priority for many member countries. The identification of the energy sector as a key priority for the AfDB is also consistent with the Bank's Strategy for 2013-2022², which identifies Green Growth as one of two core objectives and Infrastructure Development as one of five operational priorities. Reflecting this priority, AfDB has established the New Deal on Energy for Africa (NDEA).

The NDEA is intended to support the implementation of this objective. In 2012 AfDB published its Energy Sector Policy³ as a general framework for its energy sector operations. NDEA operationalizes the objectives set out in the Policy, providing guidance on how they will be achieved. It also aims to address gaps in AfDB's pre-NDEA approach to the energy sector; for example, through increasing the support provided to off-grid (as well as on-grid) energy resources, and through increasing the Bank's support for strengthening the enabling environment for energy sector projects. A weak or obstructive enabling environment can often be more of a barrier to deploying capital than the availability of capital itself.

The NDEA is "a partnership-driven effort with the aspirational goal of achieving universal access to energy in Africa by 2025"⁴, which is five years ahead of the objective set by SDG7, which aims to ensure access to affordable, reliable, sustainable and modern energy for all by

² AfDB (2013), Strategy for 2013-2022.

³ AfDB (2012), Energy Sector Policy of the AfDB Group.

⁴ AfDB (2018), The New Deal on Energy for Africa: A transformative partnership to light up and power Africa by 2025 (https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Brochure_New_Deal_2-En.pdf)

2030. The NDEA sets targets that are intended to help it achieve its goal, the most frequently cited of which are:

- Adding 160 GW of on-grid generation capacity by 2025,
- Adding 130m new on-grid connections by 2025,
- Adding 75m new off-grid connections by 2025, and
- Increasing access to clean cooking solution, affecting 130m households.

1.3. Structure of this report

The remainder of this report is structured as follows:

- Section 2 presents an overview of the work performed during the inception phase of this project,
- Section 3 presents an overview of the NDEA based upon the analysis performed during the inception phase, and
- Section 4 presents detail on the methodology to be used for the evaluation, and the deliverables that will be prepared.

2. Inception phase and scoping discussions

This section provides an overview of the work performed during the inception phase, which has focused on gathering and reviewing information from AfDB on the NDEA. In particular, reports that relate to the initial strategy and design of NDEA have been collected and reviewed. These reports will provide important inputs for the Quality at Entry evaluation. To complement this review of the available documents, the consultants performing the evaluation have held regular discussions with IDEV as well as with staff involved in AfDB operations relevant to NDEA.

The document review and discussions with internal Bank stakeholders focused on (a) ensuring a common understanding of NDEA and what it sets out to achieve, and (b) building on this understanding, developing and refining the approach and methodology to the assignment.

2.1. Data collection on NDEA to date

Documents reviewed included both those available in the public domain and internal AfDB documents. Table 1 provides a summary of the most relevant documents among those reviewed.

Table 1: Key documents reviewed during inception phase

Authors	Date	Report	Internal / External
AfDB	2012	Energy Sector Policy of the AfDB Group	External
AfDB	May 2016	The New Deal on Energy for Africa: A transformative partnership to light up and power Africa by 2025	External
AfDB	April 2017	The New Deal on Energy for Africa: Update on Implementation	External
AfDB	May 2019	Light Up and Power Africa	External
AfDB	April 2016	The Bank Group's Strategy for The New Deal on Energy for Africa – Responses to Comments and Questions	Internal
AfDB Special Panel	August 2016	High 5s background paper: Light Up and Power Africa	Internal
IDEV	June 2019	Evaluation of the Bank's Support to the Energy Sector: Portfolio Review Report	Internal (Draft)
Lee, A. and Doukas, A.	November 2018	The African Development Bank and Energy Access Finance in Sub-Saharan Africa: Trends and Insights from Recent Data	External
Nalletamby, S. <i>et. al.</i>	2016	The Bank Group's Strategy for The New Deal on Energy for Africa	External
Pinzi, O-O. L.	April 2016	Memorandum: Scaling up implementation of the ten-year strategy: the High 5s agenda	Internal

In addition to the document review, the consulting team engaged with stakeholders at IDEV and in the relevant AfDB operational teams. These conversations have fallen into two categories:

- Discussions with IDEV to confirm the proposed evaluation approach and design.
- Discussions with AfDB operational teams to validate and deepen an understanding of NDEA's design and intent, especially in areas where this understanding has an impact on the proposed approach.

A list of the stakeholders that have been engaged so far is presented in Table 2. Having now initiated dialogue with the AfDB operational teams, wider and more extensive consultation with those teams will take place during the Quality at Entry evaluation, as discussed further in Section 4.2 of this inception report.

Table 2: NDEA stakeholders engaged during inception phase

Organisation and department	Name and role	Date(s)	Purpose
IDEV	Joseph Mouanda – Principal Evaluation Officer Clement Mensah – Consultant	21 st June 2019 Regular calls thereafter	Kick-off and updates on progress on this assignment
Power, Energy, Climate, and Green Growth (PEVP)	Wale Shonibare – Acting VP Daniel Schroth – Advisor to the VP Anthony Okon Nyong – Director Monojeet Pal – Division manager, RE and EE (PERN2) Engedasew Negash - Division Manager, RE and EE (PERN1)	24 th July 2019	Initial discussion with key senior AfDB staff to align understanding of NDEA and to provide an overview of proposed scope

2.2. Emerging themes

From the initial review of NDEA's design and conversations with key staff at AfDB, it is understood that NDEA is viewed as a strategy to scale up and to refocus AfDB's activities across the energy sector, rather than a programme (with its own specific interventions) *per se*. The approach presented in Section 4 of this inception report is proposed with this in mind. This evaluation of NDEA therefore considers whether NDEA's design is successful in achieving this re-focus.

3. Understanding of NDEA

As discussed in the previous section, it is understood that NDEA is a strategy that steers AfDB's activities across its energy portfolio, rather than a distinct set of new activities.

The document review suggests that there is no explicitly defined Theory of Change (TOC) for NDEA. That is, there is no clear articulation of the specific activities that will be carried out under NDEA and the outputs and outcomes that are expected to result from the completion of those activities.

3.1. Key components of the NDEA

NDEA has been described by key energy sector staff in AfDB as providing an approach to AfDB's activities in the sector that holistically considers all parts of the energy system (i.e. the 'whole system'), in contrast with the Bank's previous approach (i.e. when compared against the Bank's 2012 Energy Sector Policy). This has meant, for example, refocusing AfDB's work in the sector in the following ways:

- Ensuring that all parts of the energy sector value chain are considered; for example, covering transmission and distribution as well as power generation.
- Further, ensuring that distributed energy access solutions such as mini-grids and stand-alone solar home systems are covered by AfDB's activities in the sector.
- Ensuring that pure lending activities are supported with complementary project preparation activities and assistance to establish a supportive enabling environment.
- Ensuring that AfDB's activities in the energy sector cover all parts of Africa, including the most challenging countries (e.g. low-income countries and fragile states) and regions (e.g. rural areas).

None of these things was explicitly ignored or ruled out by the earlier Energy Sector Policy; rather, NDEA emphasises their importance, acknowledging the Bank's traditional focus on lending activities and on-grid power generation and transmission in particular.

In the documentation, NDEA is often described in the following terms:

- **Principles**, underpinning the NDEA, of which there are five.
- **Targets**, which must be met for Africa to achieve an "aspirational goal" of universal access to energy by 2025. Most of the literature on NDEA refers to four core targets; some documents include up to two additional targets in this list, indicated by the dashed borders in Figure 2. Only the four core targets will be considered in the evaluation; the two latter targets are secondary and simply support successful implementation of the core targets. Furthermore, AfDB considers these targets as enablers, a means to an end, and that they may change as the strategy is rolled out.
- **Themes**, which are the seven areas that need to be addressed by NDEA to overcome the identified barriers to achieving NDEA's goal of universal energy access.
- **Flagship** programmes, which are intended to support AfDB's work aligned to each of the themes. There is some inconsistency between the documents reviewed on the number of flagships: those that are not always listed are again indicated by the dashed border in Figure 2. AfDB staff have indicated that all of these flagships should be considered in the evaluation.

Figure 2 Principles, targets, themes, and flagships of the NDEA

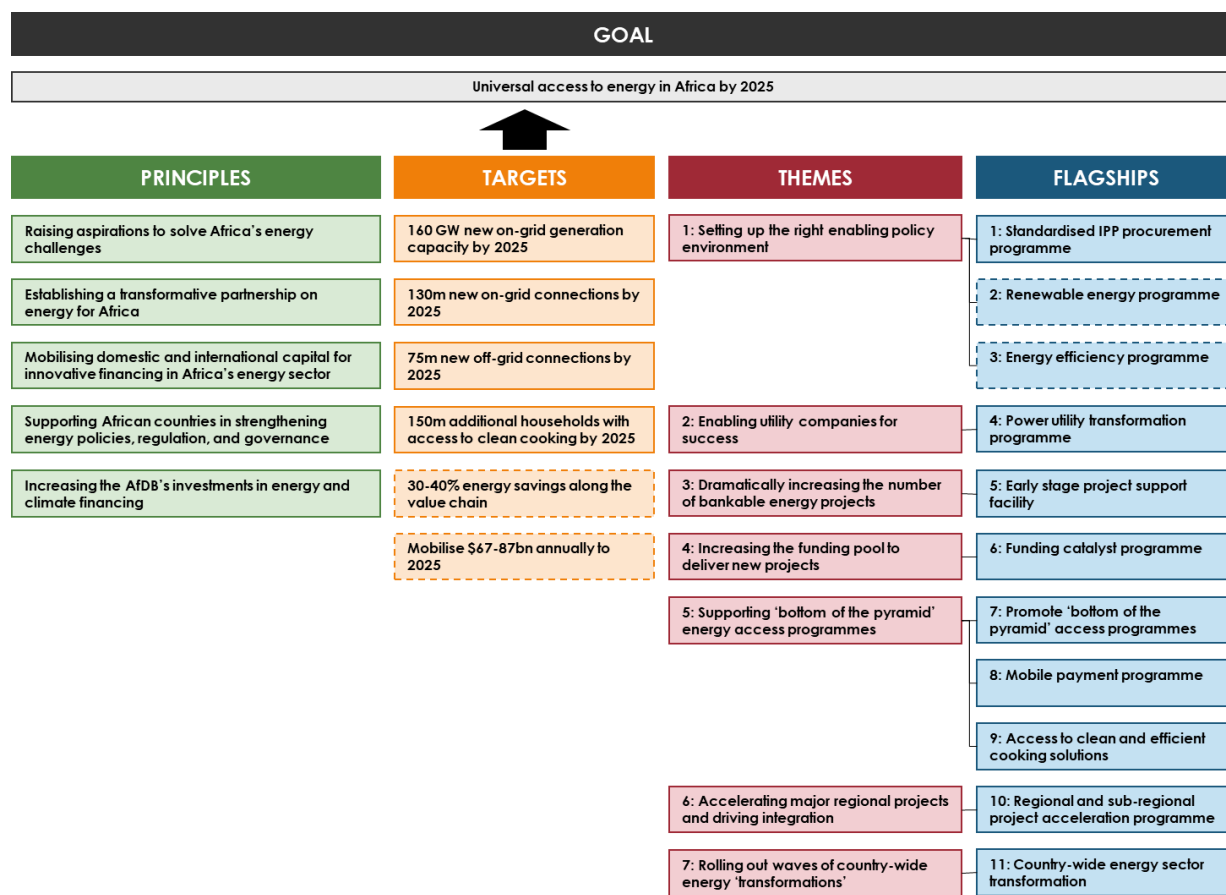


Figure 2 presents an overview of these core components of the NDEA, based on the initial review of documents provided by IDEV. The mapping indicated between the themes and the flagships is not explicit in most of the documents reviewed but is based on AfDB’s implementation strategy for NDEA⁵. This strategy document also sets out some of the specific targets and activities for each of the flagships. Where these have been specified, a summary is presented in Table 3. For some of the flagships, AfDB has defined specific targets, such as the number of countries or activities to be launched under a given flagship. However, in many cases, targets are not defined; only broad areas of focus have been identified.

Table 3 Flagships and associated targets

Flagship	Flagship-specific targets
1: Standardised IPP procurement programme	<ul style="list-style-type: none"> • 30 country programmes in the first five years, across three waves • Ranging from 250 MW for small countries to 2,500 MW for large countries
2: Renewable energy programme	<ul style="list-style-type: none"> • No specific targets set • “...the RMCs should decide which energy source they wish to pursue and that the Bank will assist them...” • “The Bank will also encourage RMCs to consider renewable energy options where appropriate”

⁵ AfDB (2016), The Bank Group's Strategy for the New Deal on Energy for Africa 2016-2025 ([https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Bank s strategy for New Energy on Energy for Africa EN.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/Bank_s_strategy_for_New_Energy_on_Energy_for_Africa_EN.pdf))

Flagship	Flagship-specific targets
3: Energy efficiency programme	<ul style="list-style-type: none"> • No specific targets set • "The New Deal will encourage Regional Member Countries to introduce policies and incentive systems...to increase technical efficiency"
4: Power utility transformation programme	<ul style="list-style-type: none"> • Strategy identified this flagship as a priority for 2016 • Improving capabilities to support privatisation and restructuring • Support operational improvement for 30 utilities • For bottom quartile utilities reduce losses by 15% over 5-7 years
5: Early stage project support facility	<ul style="list-style-type: none"> • Develop a funding and advisory facility along the line of IFC Infraventures • Raise an additional UA 175m p.a. from other DFIs for new joint project preparation fund
6: Funding catalyst programme	<ul style="list-style-type: none"> • No specific targets set • "The Bank will raise its target for equity investment in energy projects..." • "...the Bank will scale up partial risk guarantee operations..." • "...the Bank will design more flexible solutions for small and medium projects..."
7: Promote 'bottom of the pyramid' access programmes	<ul style="list-style-type: none"> • No specific targets set • "...launch a large-scale energy access financing facility..." • "...grants for bottom-of-the-pyramid consumers..."
8: Mobile payment programme	<ul style="list-style-type: none"> • No specific targets set • "...strengthening the regulatory environment in markets to allow for mobile payments..." • "...supporting the strengthening of the overall business model"
9: Access to clean and efficient cooking solutions	<ul style="list-style-type: none"> • No specific targets set • "...the Bank will support policy and regulatory reforms..." • "...SME development and scale up the integration of women into the clean cookstoves and fuels value chain..." • "...behaviour change communication initiatives..."
10: Regional and sub-regional project acceleration programme	<ul style="list-style-type: none"> • No specific targets set • "...establish a financial fast-track for large-scale regional projects..." • "...strengthening the capacities of regional organisations..."
11: Country-wide energy sector transformation	<ul style="list-style-type: none"> • Identify and engage on the first two programmes during 2016

AfDB operational staff have indicated that the Bank's thinking on the flagships has evolved since the NDEA Strategy was developed. The Bank is now referring less to these specific flagships, but AfDB notes that there are ongoing activities that would correspond to each of the flagships presented in Figure 2 and Table 3. AfDB are preparing a summary of these activities. Review of this summary will be an important part of the Quality at Entry assessment. The assessment will consider the extent to which this is a material change in the design of NDEA and how that change has been managed. It is noted, for example, that the flagships are still cited in AfDB's public-facing documents.

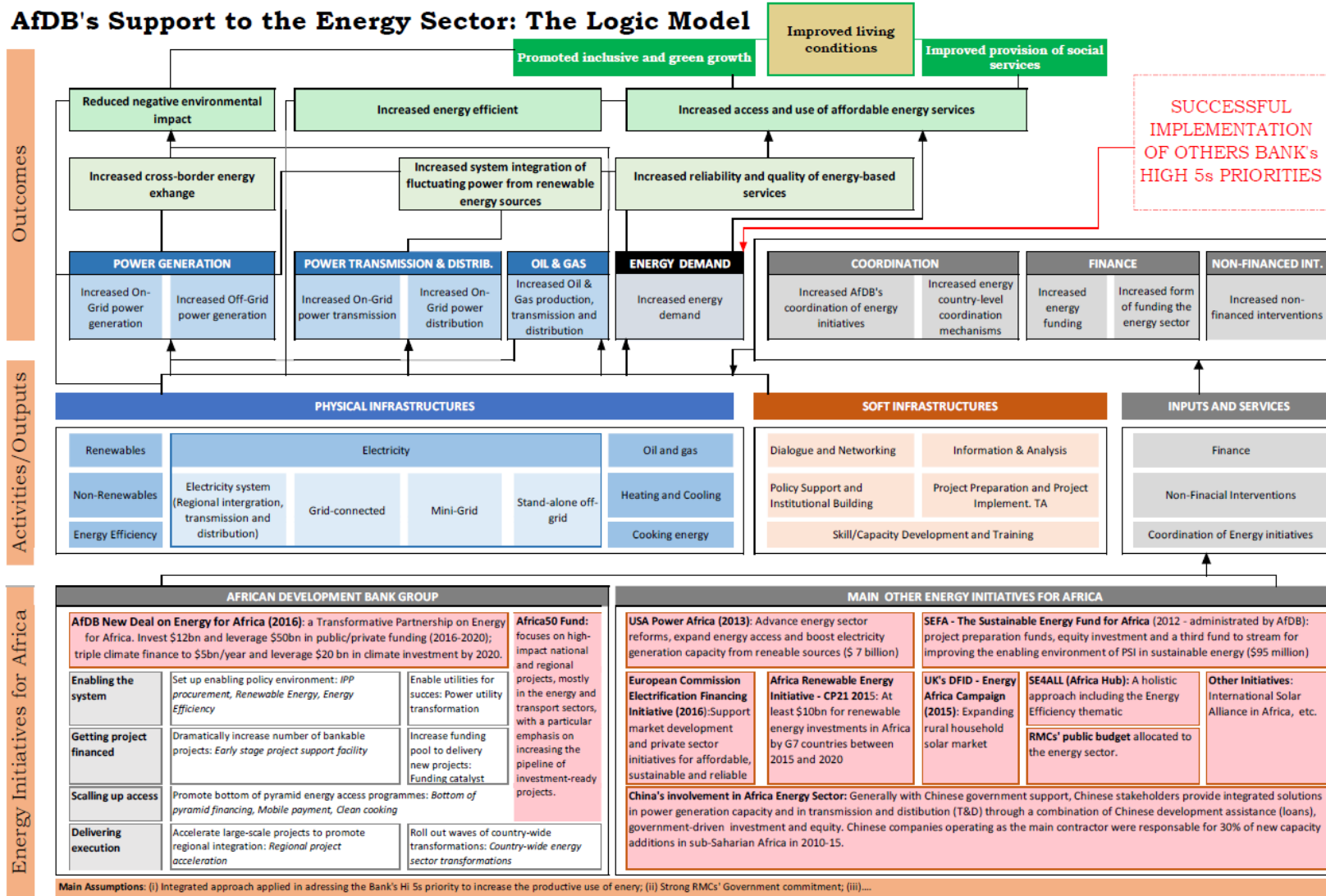
The document review (see Table 1) suggests that anywhere between \$60-90bn per annum is required for the NDEA objectives to be met. The Bank's strategy for implementing the NDEA estimates that compared to today's level of investment across the sector there is a \$42.5-67.5bn per annum investment gap.

In terms of additional AfDB funding (which relate to the fifth 'principle' shown in Table 2) NDEA expects to increase AfDB's investment in the sector from \$6bn over the five years prior to NDEA

being established to \$12bn over the period 2016-2020. NDEA aims to use this funding to leverage \$50bn in public and private investments in the energy sector over the same period. Additionally, the NDEA aims for a tripling its climate finance to \$5bn p.a. to leverage a further \$20bn p.a. by 2020. While the NDEA strategy provides no breakdown, it seems likely that a large portion of the mitigation tranche of this funding will be deployed in investments aligned to NDEA. It is understood that AfDB has not been able to secure a sufficiently large capital increase to facilitate this step-up in funding – this is something that will be evaluated further as part of our Quality at Entry assessment. For example, the assessment will consider the extent to which funds for implementing NDEA were identified and formally allocated.

From the review of NDEA to date, there is no clear Theory of Change (TOC) for NDEA itself. However, the draft energy sector portfolio review prepared by IDEV does contain a broad TOC for AfDB's support to the energy sector (see Figure 3). As discussed in Section 4.2 of this inception report the TOC for the NDEA will be considered further as part of the Quality at Entry assessment. This will include analysis of whether the absence of a formal TOC has had any impact on the Quality at Entry of NDEA.

Figure 3: Broad Theory of Change for AfDB's support to the energy sector



Source: AfDB/IDEV 2018

4. Methodology

4.1. Overview of our approach

The overarching objective of this evaluation assignment is to assess the quality of the design of the AfDB's New Deal on Energy for Africa (NDEA). Specifically, there are three main components to the evaluation:

- An assessment of the Quality at Entry (QAE) of NDEA,
- A benchmarking of NDEA's design against appropriate peer programmes, and
- Design and synthesis of five ecosystems-based country case studies.

In the methodology presented below, a performance evaluation using mixed methods is proposed. It is a performance evaluation insofar as the thrust of inquiry is to better understand how well the NDEA initiative has performed to date, and because it is still too early to assess outcomes of projects launched during the NDEA period (which began in 2016). It is mixed methods because both qualitative and quantitative data will be collected.

Qualitative data will be collected from key informant interviews with AfDB and in-country stakeholders, and document review.

Quantitative data will involve selecting secondary data on similar initiatives and projects (including project M&E indicators), energy sector financing data from AfDB and donors engaged in other initiatives, etc. No primary quantitative data collection will take place.

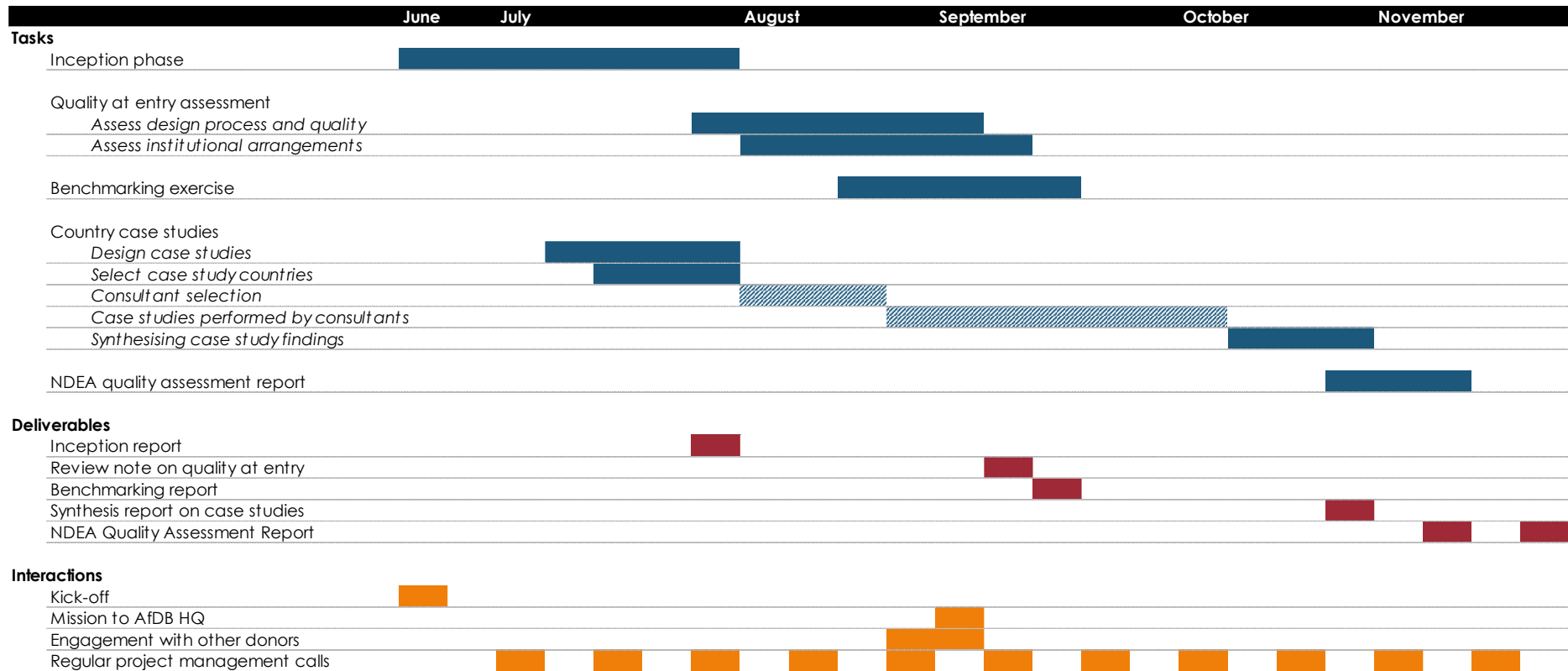
The results of the three lines of inquiry listed above will be triangulated in order to answer AfDB's question about the quality of NDEA's design.

This section of the inception report confirms the methodology that will be used in completing each phase of the evaluation. For each component of the evaluation, the relevant research or evaluation questions that the work will seek to address are defined. The write-up of each component of work should be read alongside the proposed evaluation matrix, which is attached in Appendix A.

Figure 4 presents an overview of the proposed approach for the remainder of the assignment. In addition to the tasks included within the original Terms of Reference for this evaluation, expected timings are indicated for the selection of consultants to complete the case studies and for the completion of those case studies by the selected consultants. There are two primary risks that might have an impact on the timescales shown in Figure 4:

- Availability of AfDB staff during the August holiday period, shortly before the lead consultant's proposed mission to Abidjan, during the first week of September, for the QAE assessment. This trip might need to be delayed if the availability of staff is limited.
- Recruitment of consultants to complete the ecosystems-based case studies, which will be driven by AfDB/IDEV's procurement team.

Figure 4: Workplan for NDEA evaluation



4.2. Assessment of quality at entry

Purpose and objectives

The objective of the Quality at Entry (QAE) assessment is to evaluate the design of the NDEA. As noted in the Terms of Reference for this evaluation assignment, this assessment should consider the design process and quality of NDEA and it should also consider the adequacy of the institutional arrangements in place to deliver the NDEA. This overall objective can be broken down into three parts, reflected in the methodology presented below. The three parts of the NDEA QAE review will assess:

- The outcomes being targeted by the NDEA and their appropriateness, or relevance. It is important to understand whether the hypotheses driving NDEA's design are correct and whether NDEA tackles issues and bottlenecks that are relevant to RMCs.
- The detailed design of NDEA and whether it is likely to be successful in contributing towards achieving the outcomes being targeted.
- The resources put in place (in financial and human capital terms) to implement the interventions proposed under NDEA.

Conceptual framework

As noted above, there are three key components to the QAE assessment. The approach that will be taken in addressing each of these components if the assessment is presented below.

Relevance of NDEA's goals

The QAE assessment will first evaluate the relevance of NDEA's objectives. Questions that the assessment will consider include:

- Do the outcomes being targeted by NDEA reflect genuine gaps in the energy sector that need to be addressed?
- How have the quantified targets for NDEA been derived, and are these relevant and realistic?

Figure 1 clearly demonstrates the remaining gap in energy access across Africa, in particular across sub-Saharan Africa. Qualitatively it is clear that aiming to increase the number of connections to households across the continent is appropriate. The appropriateness of targeting 160 GW of on-grid generation capacity is less clear. On the one hand, there will be a clear need for additional power generation capacity as more customers are connected to the grid; but at the same time, there is already substantial on-grid surplus supply in some countries across the continent. Analysis will be performed to evaluate NDEA's targets in detail, considering evidence collected from primary research and from analysis performed by AfDB in determining (and in quantifying) the NDEA targets.

The design of NDEA

Having evaluated the targets and outcomes that NDEA sets out to achieve, the detailed design of NDEA will be assessed. This assessment will consider, for example, the following questions (which feed into the evaluation questions presented at the end of this section):

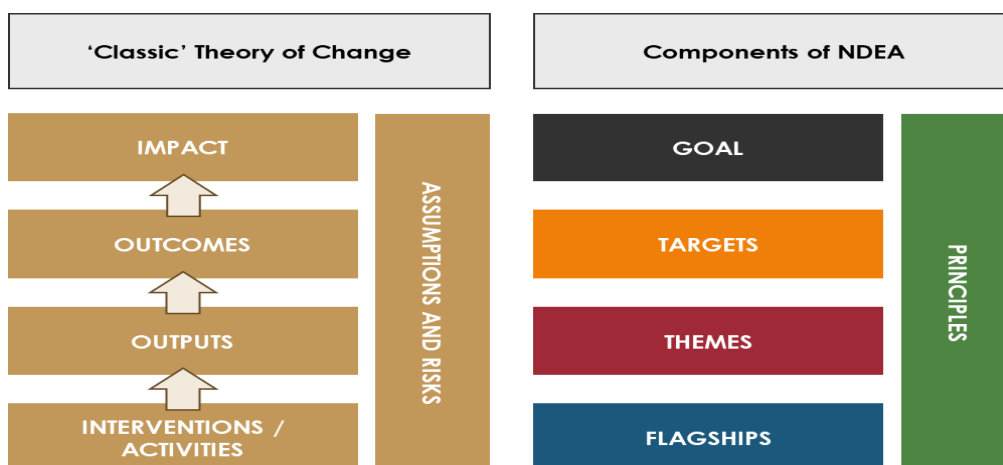
- Is there a clear logical framework and/or Theory of Change (TOC) that describes the rationale for the interventions that take place under NDEA and how those interventions contribute towards NDEA meeting its overall aim?

- Is there a clear distinction between the outputs that will be achieved by AfDB's activities through NDEA and the outcomes that NDEA contributes towards?
- Is the logic that connects the proposed interventions to the outputs and the outputs to the outcomes sound? Are any assumptions on which the logical framework depends reasonable?
- Have the NDEA interventions been designed in detail and are those detailed designs consistent with what NDEA as a whole is trying to achieve?
- Does NDEA's design take into account shortcomings noted in IDEV's previous evaluations; for example, AfDB's Energy Sector Portfolio to the end of 2015, or in IDEV's cluster analyses in the sector (covering areas such as policy-based operations, interconnection, and rural electrification)? For example, is NDEA likely to be effective in securing more funding for rural electrification or reduce the risk of cost overruns (thus increasing efficiency) that have been an issue on previous projects in the sector? The QAE assessment will analyse previously identified shortcomings and evaluate the extent to which NDEA addresses them.
- How is NDEA being monitored? Are there clearly defined and quantifiable measures that are being used to monitor the efficiency and effectiveness of NDEA's interventions through measuring the outputs and outcomes that NDEA hopes to achieve?

This part of the assessment will again be based partly on evidence (secondary data and reports) provided by AfDB and semi-structured interviews with AfDB staff, concerning the design of NDEA, and partly on primary data collection and research. The approach proposed for the semi-structured interviews is further detailed in Appendix B. The team's extensive experience in implementing energy sector interventions, both in Africa and in elsewhere, will also feed into the assessment. When considering whether NDEA addresses shortcomings in AfDB's previous work in the sector, the analysis already performed by IDEV in preparing the draft energy sector portfolio review will be consulted. Discussions with key AfDB staff will be important in understanding the rationale for NDEA's design. A list of the key individuals that it is expected will be consulted during the QAE assessment is presented under the "Key Informants" header below.

An important part of the QAE assessment will be to evaluate the logical framework for NDEA. It is notable that the documents on NDEA that have been reviewed to date have adopted language that differs from that used in a 'classic' TOC. Figure 5 illustrates how the components of NDEA (discussed earlier in Section 3.1) might map to a standard TOC.

Figure 5: Components of NDEA and how they might relate to a 'classic' TOC



Recommendations on improvements that could be made to NDEA will be made based on the analysis of NDEA's QAE. This might include recommendations on a TOC for NDEA or on changes to the TOC presented in Figure 3, which shows how NDEA fits into AfDB's broader TOC for its interventions in the energy sector.

Capacity to deliver NDEA

Finally, the assessment of QAE will consider the resources mobilised to deliver NDEA. Given that NDEA has now been underway for three years, it is expected that the resources required to deliver the programme will now be in place. The evaluation will consider the financial resources required to deliver on NDEA's promise and the human capital and institutional resources required to deliver the strategy. It will consider whether the resources deployed support both the efficiency and the sustainable implementation of NDEA.

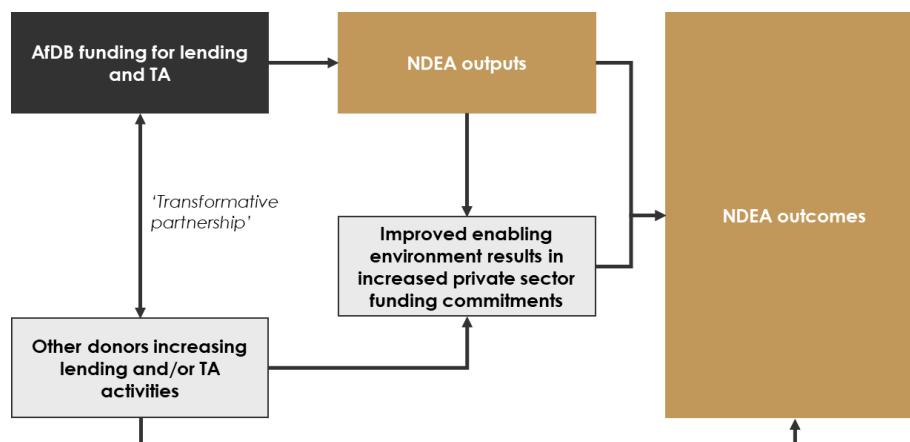
It is understood that – partly in response to NDEA and the need to deliver on AfDB's High 5s – AfDB has set up a new complex that is responsible for Power, Energy, Climate and Green Growth. This complex in turn has five directorates:

- Power systems development,
- Climate change and green growth,
- Energy statistics, policy and regulation,
- Renewable energy, and
- Energy partnerships.

The evaluation will consider accountability for delivering NDEA, and how the measures adopted for monitoring progress in delivering NDEA are cascaded to individuals and directorates within AfDB.

The database of energy sector interventions provided by IDEV will be used to evaluate the extent to which energy sector commitments have increased since NDEA was launched, and whether the resources committed are in line with the funding targets presented in the strategy for delivering NDEA. Where NDEA itself only delivers a small portion of the funding required to deliver on its ultimate goal (as discussed in Section 3.1), AfDB's effectiveness in crowding in / leveraging other sources of finance to achieve its objectives will be considered. This is important because without leveraging additional funds NDEA will not be successful in achieving the desired outcomes, as shown schematically in Figure 6.

Figure 6: Schematic to illustrate NDEA's role in increasing funds available to Africa's energy sector



Proposed evaluation questions

Is the logical framework for NDEA robust and is there a clear and appropriate rationale that demonstrates the relevance of the outcomes targeted by NDEA?

Will NDEA be effective in tackling the shortcomings in AfDB's current energy portfolio identified in IDEV's draft energy portfolio review?

Are the institutional arrangements to support the sustainable implementation of NDEA appropriate and have sufficient resources been made available by AfDB?

Does AfDB have a clear monitoring framework to track the progress made by NDEA in delivering the expected outputs?

Key informants

As noted above, discussions with key AfDB staff involved in the design and implementation of NDEA will be important in evaluating NDEA's design, as these staff are likely to have the best overall understanding of NDEA's underlying philosophy. AfDB staff will also be best placed to explain how NDEA is affecting decision-making and the selection and design of specific interventions within the energy sector. For example, have energy sector interventions since 2016 been driven by or influenced by the NDEA flagships? From the initial discussions held in preparing this inception report (see Table 2) it is expected that key AfDB contacts during this assessment will include:

- Daniel Schroth – Advisor to the VP, PEVP,
- Wale Shonibare – Acting VP, PEVP,
- Monojeet Pal – Division Manager, Renewable Energy and Energy Efficiency,
- Engedasew Negash - Division Manager, Renewable Energy and Energy Efficiency
- Anthony Okon Nyong – Director, Climate Change and Green Growth,
- Callixte Kambanda – Division Manager, Energy Policy, Regulation and Statistics,
- Other team members in the PEVP complex, and
- AfDB results team, who are responsible for results monitoring across the Bank.

Deliverables

A Review Note will be prepared, summarising findings from the assessment of the QAE of NDEA. It is expected that this will be submitted by 13th September 2019, subject to the International Consultants' mission to AfDB in Abidjan taking place in late August or early September. The Review Note is likely to be ~15-20 pages in length.

4.3. Benchmarking

Purpose and objectives

As noted in Section 3, it is understood that NDEA is more a strategy than a "program" or set of specific activities; it was intended to operationalize AfDB's 2012 Energy Sector Policy.

The objective of the benchmarking exercise will therefore be to identify the design elements which characterize good, effective strategies at multilateral development banks (MDBs) or bilateral donor agencies (donors) and to evaluate the extent to which NDEA adopts these characteristics.

Conceptual framework

The principal evaluation methods identified for this component of the work will include:

- Reviews of secondary data and reports, in particular, strategic documents from other MDBs and donors, as well as program-specific evaluations;
- Interviews with mid- to high-level representatives of other MDBs and donors, using semi-structured questionnaires; the approach for these interviews is presented in further detail in Appendix C;
- An assessment, drawing on the evaluation team's collective experience working with MDBs and donors in the energy sector, and in Africa, of how NDEA compares to other donors' sector strategies.

Identifying elements of good strategy

A strategy typically describes how a policy (in NDEA's case, the 2012 Energy Sector Policy) should be implemented. Generalist literature on strategic planning suggests that good strategies should, for example, give clear direction, have the appropriate resources, reach those affected, and be consistent with the overall mission and vision of the institution to whom it belongs. More specific lessons about good strategic planning can be found in other evaluations of MDBs and bilateral donor strategies and program.

It is proposed that for the purpose of this benchmarking exercise, design characteristics are defined across four categories, as follows:

- Logical framework
 - Definition of objectives – are the objectives of the strategy, or the outputs that it wants to achieve well defined? Are the objectives SMART (i.e. specific, measurable, ambitious, realistic, and time-bound)?
 - Link to outcomes and impacts – have the expected outcomes, and broader strategic impacts (those that the strategy will help to achieve but may not achieve by itself), been identified and is it clear how the strategy will achieve these or contribute towards them?
 - Interventions – what specific interventions result from the strategy and how do these help to achieve the outcomes and impacts targeted by the strategy?
 - Framework documentation – has the framework for the strategy been formally documented; for example, using a Theory of Change (TOC) and/or a logframe?
- Relevance
 - Mission and vision – does the strategy clearly link to, and support AfDB's mission and vision?
 - Target population – is the target population for the strategy clearly defined? Is the strategy well-targeted at specific geographies and/or specific segments of the population?
 - Rationale – is there a clear rationale for why the strategy has adopted the objectives that have been defined? Where targets have been quantified, have these been defined using a robust analytical approach?
 - Additionality – does the strategy have objectives, tackle barriers, or take approaches (interventions) that other comparators do not?

- Resources and institutions
 - Financial resources – have the interventions required to implement the strategy been costed and have the financial resources required been made available?
 - Human resources – have teams and personnel been assigned to the strategy?
 - Incremental funding – are the resources allocated to implementing the strategy new, additional resources, or have they been re-allocated from other activities?
 - Partnerships – to what extent does implementation of the strategy depend on partnerships with other organisations? What types of partnership are involved and what internal resources are available to manage the partnerships?
 - Dissemination – has the strategy been well disseminated so that internal staff, partners, and external stakeholders understand the strategy and so that stakeholders directly affected by the strategy are aligned in working towards its objectives?
- Results monitoring
 - Evaluability – have clear indicators been defined to measure progress against objectives and (if defined) targets?
 - Procedures and resources – has a clear monitoring and evaluation framework been defined, so that the performance of the strategy can be measured? Have resources been made available to perform the necessary monitoring and evaluation activities?
 - Transparency – are regular internal and/or external reports published to provide updates on what the strategy has achieved and to present progress against the strategy's objectives?

Identifying the comparators

Because AfDB operations staff view NDEA as more of a strategy than a program, it is proposed that the list of comparators for NDEA should be somewhat different from the initiatives named in the RFP for this assignment. NDEA will be compared against the following comparators:

- The World Bank's *Energy Directives Paper* published in 2013, and the forthcoming business strategy for the energy sector in Africa for IDA18-19 — the six-year period from July 1, 2017 to June 30, 2023,⁶
- Power Africa (which is an umbrella for multiple programs),
- AFD's Energy Transition Strategy,
- The Africa-EU Energy Partnership, and
- Any other initiatives that have the characteristics of a strategy that IDEV identify for inclusion in the benchmarking exercise.

The analysis could consider one additional comparator identified by AfDB staff.

Comparing the key elements

NDEA will be compared to each relevant comparator, for each of the key elements of strategy listed above. Table 4 shows the structure of the matrix that will be used to summarise findings from the benchmarking analysis. The matrix will initially be developed in Microsoft Excel, so as to capture as much information as possible, with findings then summarised in Microsoft Word for the purpose of reporting.

Table 4: Matrix for benchmarking

Comparator/ Element of good strategy ⁷	World Bank Energy Directives	World Bank AFR Strategy for IDA 18-19	Power Africa	AFD's Energy Transition Strategy	Africa-EU Energy Partnership
Logical Framework	["Stoplight" rating Brief description/ Justification for score.]				
Relevance					
Resources and institutions					
Results monitoring					

Each cell of the matrix will be populated with a brief description of the extent to which each comparator satisfies each element of good strategy, and a simplified "stoplight" rating (green, red, orange) corresponding with the description. The stoplight scoring will be criterion-based and not norm-based (i.e., scored based on the team's assessment and feedback from key informant interviews, not scored in reference to other comparators). Criterion-based scoring will allow for analysis of the extent to which all comparators are strong or weak in particular

⁶ IDA refers to the International Development Association. IDA18-19 covers the three-year period from July 2017 to June 2020. IDA19 covers the three-year period from July 2020 to June 2023. Denzel Hankinson worked with the World Bank to develop this strategy during 2017-2018. It is officially available in hard copy and will be made available online in the near future.

⁷ The main categories of comparators are shown here, but the final grid would contain a single row for each of the design characteristics described above.

elements (for example, all MDBs might face challenges finding enough resources to meet their strategic objectives).

The matrix will be populated based on review of secondary documents and data, supplemented with interviews of senior staff who have in-depth operational knowledge of the respective comparator initiatives. The interviews will be conducted by phone or video conference, using semi-structured interview questionnaires. Draft interview questionnaires will be shared with IDEV and AfDB senior operations staff for their feedback.

Proposed evaluation questions

The evaluation questions map exactly to the questions above about elements of good strategy. The evaluation matrix in Appendix A contains details on how we will evaluate answers to each of the questions.

Key informants

As noted above Key Informant Interviews (KIIs) will be held with senior stakeholders with operational knowledge of the comparator strategies analysed for the benchmarking exercise. The main stakeholder groups likely to feed into the benchmarking analysis are:

- Staff responsible for coordinating / managing strategies included in the benchmarking.
- AfDB staff responsible for managing partnerships with other MDBs and donors.
- Third party development organisations and donors, as well as NGOs, with knowledge of the strategies included in the benchmarking.

Deliverables

A draft of the Benchmarking report, using the approach described above, will be prepared by **September 16th, 2019**.

4.4. Country case studies

Purpose and objectives

The purpose of conducting country case studies is to advance AfDB's understanding of the role of ecosystems-based factors to the success or failure of the implementation of the NDEA by comparing countries and projects. As per the RFP, the country case studies will be used to assess the following issues:

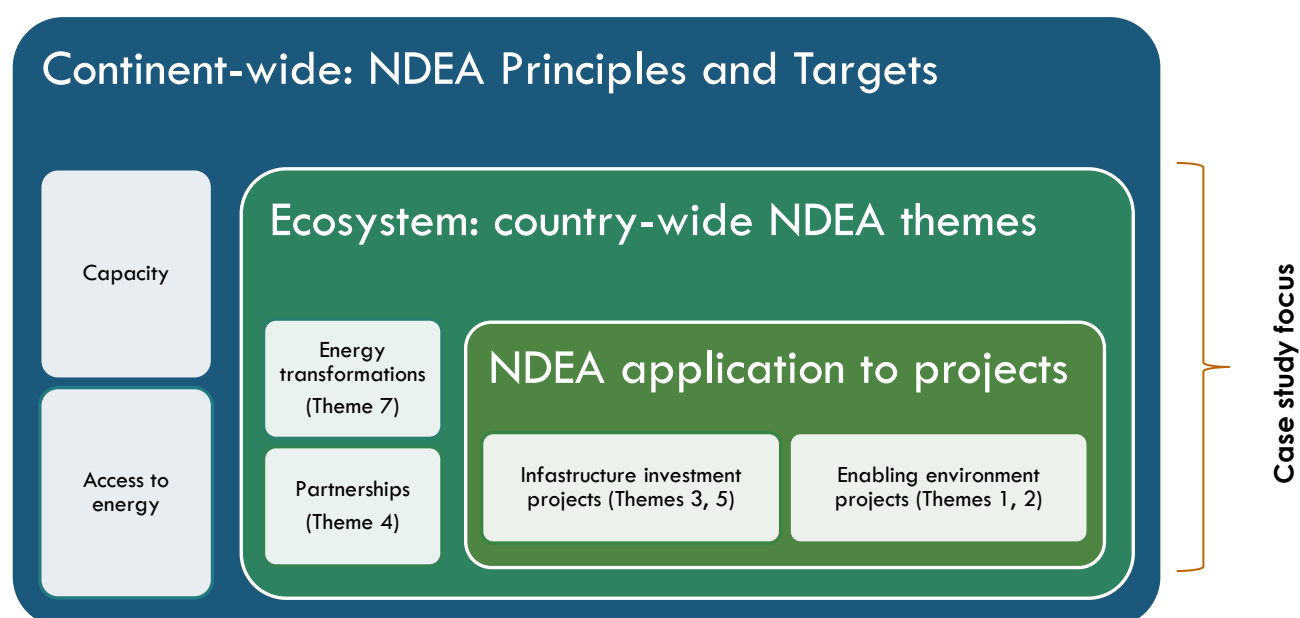
- Country readiness for the Bank's range of instruments and imperatives for instruments such as project preparation facilities, which are normally crucial for enhancing quality at entry of Bank projects.
- Value proposition of the Bank to Regional Member Countries (RMCs) especially regarding how the Bank is intervening in different countries (investment-driven, technical assistance-driven, etc.)
- Extent of private sector mobilization for delivering energy infrastructure in RMCs.
- Alignment of the NDEA with national energy strategies and policies.

Conceptual framework

The country case study component will consider the effect of NDEA from two levels, transformative partnerships and project implementation. This conceptual approach is based on guidance outlined in the IDEV report "Finalising the Energy Sector Evaluation Summary Report CONCEPT NOTE" (2018) which noted that the most critical enabling factors to assess for the country case studies include: Coordination and Partnerships; and Leverage.

- *Transformative partnership level* – At an ecosystems level, the case studies will assess the activities around coordination and partnership between AfDB and partners engaged in the energy sector. Analysis at this level will focus on dialogue with policy makers and development partners around country policies, reaching targets and leveraging of resources. The higher-level themes indicated in the diagram cover projects as well.
- *Project level* – Will assess the application of NDEA principles and themes to the specific project(s) approved since the NDEA was launched, i.e. post-2016.

Figure 7 Case study analysis within the context of NDEA



Proposed evaluation questions

The following questions are derived from the country case study objectives:

Ecosystem-level / transformative partnerships

1. What barriers and challenges are facing the country's energy sector?
2. Have public sector stakeholders been made aware of the NDEA strategy? (country readiness and alignment with national strategies / policies)
3. How are NDEA principles reflected in AfDB's dialogue with governments and development partners at the country level? (quality at entry)
4. How has the NDEA approach enhanced AfDB's engagement with development partners and private sector actors to leverage investments? (private sector mobilization)

Project-level

5. How are the NDEA themes operationalized at the project level? Which themes have had the most traction? (value proposition)
6. What challenges – in project design or implementation - has AfDB faced in applying NDEA principles?

Key informants

Key informant interviews (KIIs) will be held with persons knowledgeable about AfDB's recent and ongoing energy work, and specific, post-2016 energy projects will be identified from the following stakeholder groups:

- (i) AfDB Country Office staff, where relevant
- (ii) National Government (policy makers, civil servants in the energy sector, etc.)
- (iii) Development Partners (donors active in the energy sector)
- (iv) Private sector (utility company staff, investors)
- (v) Civil Society Stakeholders (NGOs)

Criteria for selecting countries

It is proposed that case studies are conducted based on the following selection criteria:

- (i) A mix of low-income countries (LIC) and lower middle-income countries (LMIC)
- (ii) Number of energy projects launched during the 2016-18 period;
- (iii) Regional representativeness. Greater weight is given to countries, which have launched more than one "NDEA era" project.

Table 5 presents an overview of the countries proposed by IDEV and NDEA operational staff as countries to be considered for inclusion in the case studies.

Table 5: Candidate countries for case studies

	Country	Income classification ⁸	Region	NDEA era projects (2016-2018)			All projects
				All	Infrastructure Investment	Enabling environment	1999-2018
1.	Côte d'Ivoire	LMIC	West	4	4	0	6
2.	Niger	LIC	West	2	2	0	3
3.	Burkina Faso*	LIC	West	5	3	2	9
4.	Ethiopia	LIC	East	2	2	0	10
5.	Kenya	LMIC	East	4	3	1	16
6.	Tanzania	LIC	East	1	1	0	10
7.	Uganda	LIC	East	5	2	3	13
8.	DRC	LIC	Central	2	0	2	2
9.	Cameroon	LMIC	Central	1	1	0	8
10.	Morocco	LMIC	North	1	1	0	11
11.	Zambia*	LMIC	South	2	1	1	7

Source of project data: AfDB Energy Sector Database June 2019

Countries suggested by AfDB operational staff during initial discussions are marked with an "*" (Zambia and Burkina Faso). It is noted that three countries (Tanzania, Cameroon, Morocco) have had only one project each. However, Morocco is the only North African country, and so it has been selected.

⁸ Based on World Bank list of economies (June 2019)

Based on the selection criteria, two options were considered for selecting case study countries. Option A included suggestions made by the AfDB operational team, while Option B only drew on countries suggested by IDEV.

Option A: i) Côte d'Ivoire or Burkina Faso, ii) Kenya or Uganda, iii) DRC, iv) Morocco, and v) Zambia

or

Option B: i) Côte d'Ivoire, ii) Kenya, iii) Uganda, iv) DRC, and v) Morocco

Following discussion with the IDEV team, a variation of Option A was selected to maximise the geographical coverage of the case studies. The final selected case country studies are therefore: (i) Côte d'Ivoire, (ii) Uganda, (iii) DRC, (iv) Morocco, (v) Zambia.

The selected countries represent:

- All 5 geographic regions
- 3 LMICs and 2 LIC
- Countries with at least two projects 2016-2018 approved projects (except for Morocco)

Deliverables

1. Interview guide (including illustrative interview questions) and protocol for data collection field visits. The guide is attached to this inception report in Appendix D.
2. Case study outline/template as basis for individual reports
3. Validation workshop on common data collection protocol with local case study consultants (contracted by AfDB).
4. Debriefing with local case study consultants following field visits.
5. Review and feedback on case study reports (produced by local consultants).
6. Case study Synthesis report – approximately 20 pages.

The timeline for preparation and synthesis of the country case studies is summarised below in Table 6. This table also indicates the party responsible for each task. Note that these indicative timescales are largely dependent on the timely recruitment of local consultants who will be responsible for completing the country case studies. The workplan, as shown previously in Figure 4, assumes that the local consultants are hired during August, so that most of the work on the case studies can be completed during September.

Table 6: Timeline for case study implementation

Deliverable	Indicative delivery date	Responsible
Case study interview guide and field visit protocol	Attached in Appendix D	International consultants
Final case study interview guide and field visit protocol	1 st September 2019	International consultants
Validation workshop with local consultants	2 nd – 6 th September 2019	IDEV (tbd)
In-country data collection (interviews) and desk review	9 th – 20 th September 2019	Local consultants
Case study report drafting	27 th September 2019	Local consultants
Case study report review	October 4 th 2019	International consultants
Case study reports finalized	October 11 th 2019	Local consultants
Synthesis report on case studies	1 st November 2019	International consultants

Note: Local consultants will be hired separately by AfDB to conduct the country case studies. Proposed minimum qualifications for the local consultants are attached in Appendix E.

4.5. NDEA quality assessment report

Deliverable

At the end of the assignment a single report will be prepared, consolidating the findings from each strand of the evaluation. This report will provide an overview of the assessment of the quality of NDEA's design. It is expected that a draft of this report will be prepared by 15th November, although the timeline is dependent on both the timing of the International Consultants' mission to AfDB in Abidjan and the timing of recruitment of the consultants working on the country case studies.

The draft assessment report will incorporate any comments on the interim deliverables mentioned above: the Review Note on quality at entry, the Benchmarking Report, and the Synthesis Report on the country case studies. Once IDEV has reviewed the draft quality assessment report, a final version of the report will be prepared, which it is expected will be prepared by 29th November, subject to the previously stated assumptions.

4.6. Deliverables and timelines

A summary of the key project outputs / deliverables is presented in Table 7. Note that the indicated delivery dates are slightly earlier than those agreed in the International Consultants' contract with AfDB. However, these dates are indicative and, as noted previously in Section 4.1, there is a risk that these delivery dates are delayed if either the International Consultants' mission for the QAE assessment is delayed or if consultants for the country case studies are not appointed on a timely basis.

Table 7: Summary of assignment deliverables

Deliverable	Indicative delivery date
Inception report	31 st July 2019
Case study interview guide and field visit protocol	15 th August 2019
Quality at entry assessment report	13 th September 2019
Benchmarking report	20 th September 2019
Synthesis report on case studies	1 st November 2019
NDEA quality assessment report – Draft	15 th November 2019
NDEA quality assessment report – Final	29 th November 2019

The indicative delivery dates shown in Table 7 assume that these comments on the draft NDEA quality assessment report are provided with 5 working days of the report being provided to IDEV.

Appendix A. Evaluation matrix

Evaluation question	Information required	Information source	Data analysis method
Quality at Entry assessment			
Is the logical framework for NDEA robust and is there a clear and appropriate rationale that demonstrates the relevance of the outcomes targeted by NDEA?	NDEA strategy – already received. Understanding of NDEA philosophy and how it is influencing project selection and design across the portfolio.	AfDB operational teams. AfDB results monitoring team. NDEA strategy and design documents. Design documents for post-2016 AfDB energy initiatives.	Request documents and information from AfDB staff. Analysis of documents provided to assess logical framework. Structure interviews and discussion with key AfDB staff during field mission to Abidjan.
Will NDEA be effective in tackling the shortcomings in AfDB's current energy portfolio identified in IDEV's draft energy portfolio review?	Draft portfolio review – already received. NDEA strategy – already received. Details of AfDB energy initiative design since NDEA.	AfDB operational teams. NDEA strategy and design documents. Design documents for post-2016 AfDB energy initiatives.	Review NDEA design and evaluate the extent to which NDEA priorities address issues and shortcomings noted in IDEV's portfolio review. Request additional documents, in particular on the design of post-NDEA initiatives and projects. Analyse the characteristics of those initiatives to understand how intervention design is reflecting the change in priorities under NDEA.
Are the institutional arrangements to support the sustainable implementation of NDEA appropriate and have sufficient resources been made available by AfDB?	Data on funding commitments to the energy sector. Information on funding allocations within the bank. Information on capital raises and constraints on bank funding.	AfDB operational teams. Bank treasury teams. Database of AfDB energy sector initiatives.	Analysis of funding commitments before and after NDEA. Analysis of other resources allocated to implementing NDEA, such as additional staff. Analysis of how those staff are aligned to the specific areas of (re)-focus identified by NDEA.
Does AfDB have a clear monitoring framework to track the progress made by NDEA in delivering the expected outputs?	Targets against which NDEA is being evaluated. Information on monitoring framework and process by which results are being monitored.	AfDB results monitoring team. AfDB operational teams. Design documents for AfDB energy initiatives and projects – both pre-NDEA and post-NDEA. Evaluation documents for AfDB energy initiatives and projects.	Discussion with results monitoring team on how NDEA is being considered in evaluating energy sector projects. Analysis and assessment of results monitoring frameworks being used. Review of example reports on results monitoring in the sector, both before and after implementation of NDEA.
Benchmarking			
Are the objectives of the strategy, or the outputs that it wants to achieve well defined? Are the objectives SMART (i.e. specific, measurable, ambitious, realistic, and time-bound)?	Information on the objectives of other initiatives.	AfDB policy and strategic documents (see Table 1). AfDB operational teams Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.

Evaluation question	Information required	Information source	Data analysis method
Have the expected outcomes, and broader strategic impacts (those that the strategy will help to achieve but may not achieve by itself), been identified and is it clear how the strategy will achieve these or contribute toward them?	Information on the objectives of other initiatives. information on the theory of change.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
What specific interventions result from the strategy and how do these help to achieve the outcomes and impacts targeted by the strategy?	Information on specific interventions under NDEA. Information on specific interventions by other IFIs and link to strategy.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Has the framework for the strategy been formally documented; for example, using a Theory of Change (TOC) and/or a logframe?	Information on documentation of strategic initiatives by other IFIs.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Does the strategy clearly link to, and support the IFI's mission and vision?	Information on documentation of strategic initiatives by other IFIs.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Is the target population for the strategy clearly defined? Is the strategy well-targeted at specific geographies and/or specific segments of the population?	Information on documentation of strategic initiatives by other IFIs.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.

Evaluation question	Information required	Information source	Data analysis method
Is there a clear rationale for why the strategy has adopted the objectives that have been defined? Where targets have been quantified have these been defined using a robust analytical approach?	Information on documentation of strategic initiatives by other IFIs.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Does the strategy have objectives, tackle barriers, or take approaches (interventions) that other comparators do not?	Information on documentation of strategic initiatives by other IFIs. Information on barriers in various client countries.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors. Expert assessment (by the consulting team) of barriers in client countries
Have the interventions required to implement the strategy been costed and have the financial resources required been made available?	Information on resource allocations by AfDB. Information on resource allocations by other IFIs.	AfDB planning documents AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Have teams and personnel been assigned to the strategy?	Information on staffing arrangements for AfDB. Information on staffing arrangements for other IFIs.	AfDB planning documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Are the resources allocated to implementing the strategy new, additional resources, or have they been re-allocated from other activities?	Information on resource allocations for AfDB. Information on resource allocations for other IFIs.	AfDB planning documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.

Evaluation question	Information required	Information source	Data analysis method
To what extent does implementation of the strategy depend on partnerships with other organisations? What types of partnership are involved and what internal resources are available to manage the partnerships?	Information on scope of partnerships proposed and implemented with other IFIs.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Has the strategy been well disseminated so that internal staff, partners, and external stakeholders understand the strategy and so that stakeholders directly affected by the strategy are aligned in working towards its objectives?	Information on the extent of dissemination to AfDB clients and other stakeholders. Information on extent of dissemination of other IFI strategies to their clients.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Have clear indicators been defined to measure progress against objectives and (if defined) targets?	Information on the M&E frameworks for AfDB under NDEA and other IFIs under their respective strategies.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Has a clear monitoring and evaluation framework been defined, so that the performance of the strategy can be measured? Have resources been made available to perform the necessary monitoring and evaluation activities?	Information on the M&E frameworks for AfDB under NDEA and other IFIs under their respective strategies. Information on the resources made available to support M&E activities.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Are regular internal and/or external reports published to provide updates on what the strategy has achieved and to present progress against the strategy's objectives?	Information on reporting by AfDB on NDEA. Information on reporting by other IFIs on their strategies' achievements.	AfDB policy and strategic documents. AfDB operational teams. Interviews with counterparts at other MDBs/donors. Publicly available documentation on initiatives by other MDBs/donors.	Review of secondary documents and data. Analysis of discussion with AfDB operational teams. Content analysis of publicly available information on other MDB/donor initiatives. Semi-structured interviews with counterparts at other MDBs/donors.
Country case studies			
What barriers and challenges are facing the country's energy sector	Stakeholder perceptions, government policy, strategy documents.	KIs with government, development partners, documents.	Content analysis of documents and interview transcripts

Evaluation question	Information required	Information source	Data analysis method
Have public sector stakeholders been made aware of the NDEA strategy?	Stakeholder perceptions, government policy, strategy documents.	KIs with government.	Content analysis of interview transcripts.
How are NDEA principles reflected in AfDB's dialogue with governments and development partners at the country level?	Stakeholder perceptions.	KIs with government, development partners.	Content analysis – comparison of and across stakeholder perceptions, comparison of NDEA principles and government policies, strategies.
How has the NDEA approach enhanced AfDB's engagement with development partners and private sector actors to leverage investments?	Stakeholder perceptions. Investment data.	KIs with government, development partners, private sector.	Content analysis. Data analysis comparing pre and post-NDEA investment levels and sub-sector allocation.
How are the themes operationalized at the project level? Which themes have had the greatest traction?	Allocation of investments by type (EE, RE, off-grid, clean/efficient cooking, etc.)	KIs with government, development partners. Project documents. Government policy, strategy documents	Content analysis, comparing NDEA themes, and alignment with government policies, and strategies.
What challenges – in project design or implementation - has AfDB faced in applying NDEA principles?	Stakeholder perceptions.	KIs with government, development partners, private sector, civil society. Document review.	Content analysis, project document analysis.

Appendix B. Quality at entry interview protocol

Overview

This note presents an overview of the approach to be taken in interviews carried out for the Quality at Entry (QAE) assessment of the New Deal on Energy for Africa (NDEA). These interviews will take place during a 1-week mission to Abidjan during the week commencing 2nd September 2019.

Evaluation questions

The key evaluation questions that are addressed by this QAE assessment are listed in Table 1:. This also shows how the evaluation questions address the different evaluation issues that a QAE evaluation such as this would typically be expected to tackle.

Table 1: Key evaluation questions for this Quality at Entry assessment

Evaluation question	Evaluation issue			
	Relevance	Effectiveness	Efficiency	Sustainability
Is the logical framework for NDEA robust and is there a clear and appropriate rationale that demonstrates the relevance of the outcomes targeted by NDEA?	✓			
Will NDEA be effective in tackling the shortcomings in AfDB's current energy portfolio identified in IDEV's draft energy portfolio review?		✓		
Are the institutional arrangements to support the sustainable implementation of NDEA appropriate and have sufficient resources been made available by AfDB?			✓	✓
Does AfDB have a clear monitoring framework to track the progress made by NDEA in delivering the expected outputs?		✓	✓	

Key informants

Discussions with key AfDB staff involved in the design of and implementation of NDEA will be an important source of evidence in evaluating NDEA's design, as these staff have the best overall understanding of NDEA's underlying philosophy. AfDB staff will also be able to provide evidence on how NDEA is affecting decision-making and the selection and design of specific interventions within the energy sector. Key AfDB contacts that it is expected will be interviewed by the evaluation team include:

- Daniel Schroth – Advisor to the VP, Power, Energy, Climate, and Green Growth,
- Wale Shonibare – Acting VP, Power, Energy, Climate, and Green Growth,
- Monojeet Pal – Division Manager, Renewable Energy and Energy Efficiency,
- Engedasew Negash - Division Manager, Renewable Energy and Energy Efficiency
- Anthony Okon Nyong – Director, Climate Change and Green Growth,

- Callixte Kambanda – Division Manager, Energy Policy, Regulation and Statistics,
- Other team members in the Power, Energy, Climate, and Green Growth complex, and
- AfDB results team, who are responsible for results monitoring across the Bank.

Structured interview questions

The interviews with AfDB staff will be structured interviews. They will use the questions presented below to provide a structure for the conversation but will be flexible to explore areas where the individuals or groups interviewed are able to contribute most to the QAE evaluation.

Seven headers for the interview sections have been defined below; these are lettered (A)-(G). There are likely to be three categories of interview that take place:

- **Group discussion** – it is expected that the 1-week mission to Abidjan will start with a focus group discussion to which many of AfDB's senior energy sector staff will be invited.
- **Key informant interviews (KIIs)** – following the focus group discussion 1-to-1 meetings will be held with many of AfDB's energy sector staff.
- **Results team** – the evaluation team will also hold discussions with AfDB's results monitoring team.

These interviews are likely to focus on different questions defined below. An indication of which questions should be used in each type of interview is presented in Table 2; although it should be noted that the focus of each 1-to-1 interview will depend on the individual, their role, and their areas of expertise.

Table 2: Mapping of interview types to questions

	Group	KIIs	Results team
A. Introduction	✓	✓	✓
B. Role and familiarity with NDEA		✓	✓
C. The rationale for NDEA	✓	✓	
D. NDEA design process	✓	✓	
E. NDEA in practice	✓	✓	✓
F. Capacity to deliver NDEA	✓	✓	
G. Progress on NDEA to date		✓	✓

A. Introduction

The interviewer(s) will provide an overview of the assessment of the quality of NDEA that is currently being performed, the QAE study, and the role that the interviews being performed in Abidjan have in the overall evaluation.

Interviewees will be informed that while the interviewer(s) will be taking notes, individual's names will not be attributed to specific comments in the QAE report.

B. Role and familiarity with NDEA

1. Please describe your role and function?
2. How long have you had this role/position?
3. To what extent have you been involved in the design and/or implementation of NDEA?
4. How (if at all) has NDEA affected your role and/or the decisions you make? For example, in the design and selection of interventions, in implementation, in monitoring and evaluation?
5. What is your overall view of NDEA's progress to date? How would you describe its progress? What evidence would you point to?

C. The rationale for NDEA

6. Why was NDEA required? What needed to change in AfDB's energy sector portfolio?
7. What does/would successful implementation of NDEA look like?
8. Why were the specific goals set for NDEA selected? How were the target numbers selected?

NDEA's targets

- 160 GW new on-grid generation capacity by 2025.
- 130m new on-grid connections by 2025.
- 75m new off-grid connections by 2025.
- 150m additional households with access to clean cooking by 2025.

D. NDEA design process

9. How did AfDB determine the components that sit at the heart of NDEA, i.e. the principles, targets, themes, and flagships?
10. How are these components linked to NDEA rationale and priorities?
11. Is it ever a challenge articulating NDEA to other stakeholders?
12. Have any significant changes been made to NDEA? If yes, what was the reason?
13. The NDEA Strategy defines specific short-term targets and priorities across many of the flagships. What has happened since the Strategy was finalised to make progress in these areas?

E. NDEA in practice

14. What impact has NDEA had on decision making in AfDB's energy sector activities? For example, in programming decisions or in capital allocation?
15. How is NDEA's impact being monitored; for example, progress against core targets, additional capital committed, disbursed, etc.?

F. Capacity to deliver NDEA

16. AfDB estimated that ~\$60-90bn p.a. of funding is required for NDEA objectives to be met (a \$42.5-67.5bn p.a. investment gap). How was this amount estimated?

17. Further, it was proposed that AfDB's contribution towards this would be an increase in investment in the sector, from ~\$6bn p.a. to ~\$12bn p.a. How was this proposed contribution determined?
18. What actions were taken to secure these resources? What actual resources have been allocated to the sector?
19. It was proposed that NDEA would also leverage a further \$50bn in public and private sector finance over the period 2016-2020. What has AfDB been doing to unlock this capital and how does this differ to the pre-NDEA era?
20. Were any additional human resources required on starting the implementation of NDEA? If so, for what roles?
21. How did AfDB assess its capacity to deliver NDEA?
22. To what extent are NDEA targets cascaded down to individuals within the AfDB team? Do you have any specific NDEA targets?

Appendix C. Benchmarking interview protocol

The tables below contain lists of proposed questions to use as the starting basis for key informant interviews. The checkmarks (✓) indicate which questions are most relevant for each group of interviewee. These questions would be group into semi-structured questionnaires for each group. The main stakeholder groups are (1) staff responsible for coordinating/managing strategies included in the benchmarking [column “IFI”]; (2) AfDB staff responsible for managing partnerships with other MDBs and donors [column “AfDB”]; and (3) third-party development organizations and donors, as well as NGOs, with knowledge of the strategies included in the benchmarking [column “Third Party”].

It is expected that, as the interview process and review of comparator strategy documents proceed, it may be necessary to add or modify questions. It is also expected that, depending on the direction and pace of each conversation, it may be necessary to rephrase or omit some questions.

Interview Questions: Logframe

#	Design Characteristic	Question	IFI	AfDB	Third Party
1	Definition of objectives	How did IFI decide on the objectives to include in STRATEGY?	✓		
2	Link to outcomes and impacts	Does STRATEGY identify intended outcomes and impacts?	✓		
3		Does STRATEGY identify targets for its intended outcomes and impacts?	✓		
4	Interventions	Operationally, how does STRATEGY influence the types of interventions IFI will pursue?	✓		
5		How does STRATEGY influence the types of analytical work IFI will pursue?	✓		
6		How has STRATEGY influenced the anticipated mix of financing and why?	✓		
7	Framework documentation	What is the process for updating STRATEGY over time as circumstances change?	✓		
8		Is it clear who is responsible for updating STRATEGY?	✓		
9		What are the principal documents STRATEGY? What is the hierarchy of any such documents? Are there clear links between these documents?	✓		

Interview Questions: Relevance

#	Design Characteristic	Question	IFI	AfDB	Third Party
10	Mission and vision	How does STRATEGY reflect the mission and vision of IFI and/or other initiatives (e.g., SE4All or SDGs)?	✓		
11	Target population	What is the target population for STRATEGY? What geographies and/or populations are included and excluded? Why?	✓		
12		How was the target population for STRATEGY identified?	✓		
13		Are STRATEGY and its objectives consistent with the country's/region's key development priorities?			✓
14		To what degree did clients, beneficiaries, partners (if any), and other key stakeholders participate in the formulation of STRATEGY?	✓	✓	✓
15		How does STRATEGY influence the way IFI communicates with clients, beneficiaries, partners, and other key stakeholders?	✓	✓	✓
16	Rationale	What challenges did IFI identify that shaped thinking about the objectives?	✓		
17		How did IFI identify the appropriate indicators and set relevant targets?	✓		
18		Why did IFI include the interventions identified in STRATEGY?	✓		
19		Does STRATEGY reflect lessons learned from the country/region/sector?	✓		✓
20	Additionality	How is STRATEGY different from previous IFI strategies, if any?	✓		✓
21		Why are any such differences important?	✓		✓
22		What characteristics, if any, distinguish STRATEGY from the energy strategies of other donors in Africa?	✓	✓	✓

Interview Questions: Resources and Institutions

#	Design Characteristic	Question	IFI	AfDB	Third Party
23	Financial resources	Has budget been proposed and actually allocated to STRATEGY's interventions?	✓		
24		How does STRATEGY influence IFI's budget allocations (in terms of, for example, region, country, sector, and sub-sector)?	✓		
25		How are STRATEGY's proposed expenditures linked to IFI's budget process?	✓		
26		How have financial resources been allocated between targeted sub-sectors and beneficiaries?	✓		
27	Human resources	How has STRATEGY influenced IFI's approach to human resources?	✓		
28	Incremental funding	Where does the budget for STRATEGY come from? Are the financial resources new or have they been reallocated from other activities?	✓		
29		If budget has been reallocated from elsewhere, where has it been reallocated from and why?	✓		
30	Partnerships	Does STRATEGY foresee leveraging additional financing beyond the funding being provided by IFI? If so, where would such financing come from?	✓		
31		Does STRATEGY foresee cooperation or partnerships with other donors or organizations? What kind of cooperation or partnership? What is the extent?	✓	✓	✓
32		How does STRATEGY propose to facilitate or manage any such partnerships?	✓		
33		Are STRATEGY interventions complementary to and well-integrated with the activities of other IFIs?	✓	✓	✓
34	Dissemination	How was STRATEGY disseminated and to whom?	✓	✓	✓
35		How does IFI get feedback from clients, beneficiaries, partners, and other key stakeholders on the strategy's effectiveness?	✓	✓	✓

Interview Questions: Results Monitoring

#	Design Characteristic	Question	IFI	AfDB	Third Party
36	Evaluability	Who monitors whether progress toward targets?	✓		
37		How often are targets measured? How often are they reported?	✓		
38		Was a baseline for indicators established? If so, how was the baseline established?	✓		
39		What sources will IFI use to measure progress?	✓		
40	Procedures and resources	Does the monitoring and evaluation framework, if any, track implementation progress? Poverty and social aspects? Environmental impacts? Procurement monitoring?	✓		
41		What resources does STRATEGY devote to monitoring and evaluation activities?	✓		
42	Transparency	Are reports providing updates on the achievements and progress of STRATEGY published (or planned to be published)? If so, how often?	✓		

Views of NDEA

#	Design Characteristic	Question	IFI	AfDB	Third Party
43	N/A	How familiar are you with the African Development Bank's New Deal on Energy for Africa (NDEA)?	✓		✓
44		Based on what you know, do you have a sense of how effective NDEA is?	✓		✓

Appendix D. Case study interview protocol

NEW DEAL ON ENERGY FOR AFRICA ECOSYSTEMS-BASED COUNTRY CASE STUDIES DRAFT PROTOCOL

I. OVERVIEW

1. Case study assessment goals

Protocol purpose. This case study protocol guide is a standardized agenda for the researcher's inquiry line of inquiry⁹ for data collection and analysis. The case studies cover five regional member countries (RMCs) which have been part of the African Development Bank's (AfDB, or the "Bank") New Deal on Energy for Africa (NDEA) strategy.

Ecosystems Case Studies: The term "ecosystems" refers to the case study's focus on AfDB's engagement with the entire energy ecosystem in a given RMC. The ecosystems-based approach is intended to advance the understanding of the role of ecosystems-based factors in the success or failure of the implementation of the NDEA. The final case study reports will form the basis for a Synthesis Report, which will be produced by the international evaluation consultants.

Promoting stakeholder discussions. In addition to informing the Synthesis report, the process of conducting the case studies is expected to stimulate in-depth discussions on energy policy and strategic issues during key informant interviews. The main energy sector stakeholders will be drawn from the following groups: (i) National Government; (ii) Development Partners; and (iii) Private sector; and (iv) Civil Society.

2. Case study objectives

The case studies will address the following overarching issues:

- i) *Country readiness* for the Bank's range of instruments and imperatives for instruments such as project preparation facilities, which are normally crucial for enhancing quality at entry of Bank projects.
- ii) Understanding of the Bank's *value proposition* to regional member countries, especially regarding how the Bank is intervening in different countries in terms of investment-driven assistance vs. technical assistance driven, or other support.
- iii) The extent to which *private sector capital has been mobilized* for delivering energy infrastructure in RMCs.
- iv) *Alignment of NDEA* with national energy strategies and policies.
- v) Understanding whether there were any perceived or actual shortcomings in the Bank's energy interventions in the country pre-NDEA.
- vi) Understanding what (if anything discernible) has changed in the Bank's interventions in the country since NDEA was launched.

3. Case study design (research design)

Design: The design is a multi-case study design. Countries were selected based on criteria that may allow (if the evidence is sufficiently clear) the final synthesis report to assess geographic

⁹ Yin, Robert K. (2014). *Case Study Research: Design and Methods*. Thousand Oaks, CA: Sage, p. 84.

and income diversity as explanatory factors, as well as covering a range of project types implemented since the launch of the NDEA in 2016.

Responsibilities: Data collection, analysis and reporting for each country will be conducted by the individual consultant responsible for that country. Each consultant will be responsible for one country.

Countries: The regional member countries selected for case study analysis are i) Côte d'Ivoire, ii) Uganda, iii) Democratic Republic of Congo, iv) Morocco, and v) Zambia.

Case study context. The case study activity is one of three components in a larger evaluation of the NDEA (Evaluation of the Quality of the New Deal on Energy for Africa), which are being simultaneously conducted by a group of international evaluation consultants. The components are:

Figure 1. Components of Evaluation of the Quality of the NDEA



4. Background

NDEA purpose and elements. The New Deal on Energy for Africa (NDEA) sets out the priorities for the Bank's interventions in the energy sector. Its overarching goal is universal access to energy by 2025 (100 per cent access in urban areas, 95 per cent access in rural areas). NDEA is an ambitious project aligned with AfDB's High 5, "Light Up and Power Africa." It is thus one of the five pillars of the Bank's commitment to Africa's development.

High 5s. The other High 5s are to feed Africa, to industrialise Africa, to integrate Africa, and to improve the quality of life of Africans. The goal to light up and power Africa is widely acknowledged to be central to achieving the remaining strategic objectives.

Partnership-driven effort. AfDB works in concert with other development partners to promote the NDEA goals. The NDEA is built on five inter-related and mutually reinforcing principles:

- i) raising aspirations to solve Africa's energy challenges;
- ii) establishing a transformative partnership on energy for Africa;
- iii) mobilising domestic and international capital for innovative financing in Africa's energy sector;
- iv) supporting African governments in strengthening energy policy, regulation and sector governance; and
- v) increasing the African Development Bank's investments in energy and climate financing.

NDEA targets: The NDEA sets targets that are intended to help it achieve its goal, the most frequently cited of which are:

- Adding 160 GW of on-grid generation capacity by 2025,
- Adding 130 million new on-grid connections by 2025,
- Adding 75 million new off-grid connections by 2025, and

- Increasing access to clean cooking solution, affecting 130 million households.

Change in focus: NDEA is refocusing AfDB's work in the energy sector in various ways. It is doing so by ensuring that:

- All parts of the energy sector value chain are considered; for example, covering transmission and distribution as well as power generation.
- Distributed energy access solutions such as mini-grids and stand-alone solar home systems are covered by AfDB's activities in the sector.
- Pure lending activities are supported with complementary project preparation activities and assistance to establish a supportive enabling environment.
- AfDB's activities in the energy sector cover all parts of Africa, including the most difficult countries (e.g. low-income countries and fragile states) and regions (e.g. rural areas).

NDEA elements. The NDEA strategy is described in terms of *principles, themes and flagships*. Five *principles* underpin the NDEA. The seven *themes* are areas that need to be addressed by NDEA to overcome the identified barriers to achieving NDEA's goal of universal access. *Flagship programmes* (11) are intended to support AfDB's work aligned to each of the themes. See diagram in Annex 3 for lists and detailed descriptions of the NDEA elements.

However, although the NDEA strategy is known within AfDB's energy group, outside of AfDB the name "New Deal" or acronym NDEA will not necessarily be familiar to others. This should be kept in mind during the interview. The evaluation is not about how well the NDEA "brand" is known.

5. Conceptual framework

The case study analytical framework is informed by the following concepts:

- *Testing hypotheses* that: i) countries are ready for the Bank's NDEA instruments critical for enhancing quality at entry; ii) Bank projects launched since the NDEA are aligned with the NDEA themes and principles; iii) since the launch of the NDEA the Bank's engagement with countries has changed; and iv) NDEA addresses relevant issues and gaps. The final country analysis should be able to clearly state whether these hypotheses are true or not, based on evidence collected from KIIs, reports and secondary data.
- *Ruling out alternative explanations.* If countries are found to be benefitting from other (new) approaches that are positively affecting their ecosystems or energy sectors, it cannot be assumed that NDEA is the only or main contributing factor. Therefore, as part of the case study analysis, other possible explanations of changes will be probed.
- *Unit of analysis.* The main unit of analysis is the country energy ecosystem [which can be considered to be the country context's influence on the energy sector, and the energy sector itself]. Embedded within the country ecosystem are AfDB funded projects (approved since 2016) and these form the secondary unit of analysis. Projects should be considered as a reference point for better understanding how the NDEA ecosystems approach is working at a practical level. However, how well projects are being implemented is not the focus of inquiry, except insofar as implementation is perceived to be influenced by the NDEA strategy or country readiness.

6. Case Study Evaluation Questions

The following case study evaluation questions (EQs) derive from the country case study objectives. Although the focus is on the ecosystem level, in each country projects have been launched (although not completed) since 2016 under the NDEA strategy. It is expected that the projects reflect and are aligned with the NDEA goals. Projects are thus the operationalisation of the NDEA. The degree to which this holds true is part of the case study inquiry.

A. Ecosystem-level / transformative partnerships

1. What barriers and challenges are facing the country's energy sector?
2. Have public sector stakeholders been made aware of the NDEA strategy? (country readiness and alignment with national strategies / policies)
3. How are NDEA principles reflected in AfDB's dialogue with governments and development partners at the country level? (quality at entry)
4. How has the NDEA approach enhanced AfDB's engagement with development partners and private sector actors to leverage investments? (private sector mobilisation)

B. Project-level

5. How are the NDEA themes operationalized at the project level? Which themes have had the most traction? (value proposition)
6. What challenges – in project design or implementation - has AfDB faced in applying NDEA principles?

II. DATA COLLECTION PROCEDURES

7. Methodology

The case studies will be based on three types of information and data:

- i) key informant interviews,
- ii) document review of NDEA and project documents;
- iii) review of secondary data.

Validity testing. The validity of findings will be tested and strengthened by triangulating between the different data sources and between information received from multiple key informants representing different stakeholders. While different stakeholders will have different perceptions on a range of issues, in cases where objective, quantitative data is not in synch, or is contradictory, the consultant should seek an explanation or resolution. This should be done by going back to the original source, checking during subsequent interviews with subsequent key informants (third parties), or checking with AfDB operations staff.

Number of key informant interviews. Consultants should aim to interview approximately 20-25 key informants over 10 working days. This averages to 2-3 meetings per day. Sufficient time should be available to type up all interview notes over the course of the 10 days.

The case study activities are as follows:

- i) A validation workshop, led by AfDB IDEV staff, to be held at the beginning of the contract.

- ii) Desk review of documents and secondary data (see references).
- iii) Identify key informants from each stakeholder group. The AfDB country operations staff will assist the case study consultant in identifying knowledgeable key informants and organising meetings.
- iv) Conduct interviews with key informants. Notes should be taken during the interview. The consultant may bring along a note taker to the interviews [if budget is available]
- v) Produce summary interview notes.
- vi) Analyse qualitative and quantitative data.
- vii) Write up case study report, based on outline.
- viii) Revise case study report based on feedback from the international evaluation consultants.
- ix) Debriefing with international evaluation consultants.

8. Identifying key informants

Key informant interviews (KIIs) will be held with persons knowledgeable about AfDB's recent and ongoing energy work, and specific, post-2016 energy projects will be identified from the following stakeholder groups:

- (i) AfDB Country Office staff, where relevant
- (ii) National Government (policy makers, civil servants in the energy sector, etc.)
- (iii) Development Partners (donors active in the energy sector)
- (iv) Private sector (utility company staff, investors)
- (v) Civil Society Stakeholders (NGOs)

9. Conducting interviews

Interview technique is semi-structured. The semi-structured approach is based on a series of open-ended questions but is flexible enough to interviewees to introduce and discuss issues beyond the initial set of questions. The semi-structured interview technique can elicit semi-tacit information by enabling the interviewer to follow up with probing questions around "why, how, what" in order to get to the underlying issues.

10. Work plan

Each consultant will have a total of [27] person days to complete all case study activities. Suggested allocation of days is provided in the timeline.

Table 1. Timeline

Deliverable	Period	Indicative deadline	Estimated person days	Responsible
Validation/training workshop	1 day	2 nd – 6 th September	1	IDEV
Desk review	1 week	2 nd – 6 th September	3	Case study consultants
Identifying key informants and organising meetings (with AfDB)	1 week	2 nd – 6 th September	2	Case study consultants & AfDB operation
In-country data collection (KIs) and drafting interview summaries	2 weeks	9 th – 20 th September	10	Case study consultants
Debriefing with international evaluation consultants (teleconference)	1 hour	23 rd - 27 th September	0.25	Case study consultants & int'l eval consultants
Case study report analysis and drafting	2 weeks	23 rd September - October 4 th	8	Case study consultants
Case study report review	1 week	October 7 th – 11 th		Int'l eval. consultants
Case study reports revised & finalized	1 week	October 18 th	3	Case study consultants
TOTAL DAYS			27	

III. INTERVIEW QUESTIONS

A. Introduction

I am conducting an evaluation on behalf of AfDB, which is interested in learning about how its Africa-wide energy strategy is playing out.

The overarching goal of the case study is to learn how AfDB engages with the energy ecosystem here, in its effort to transform the energy sector and leverage funding.

While we will be taking notes, your name will not be associated with specific comments in our report.

B. General context questions

1. Please describe your role and function.
2. How long have you had this role/position?
3. Have you heard of something called the New Deal for Energy in Africa, or an Africa-wide energy initiative by AfDB launched in the past few years?
4. How do you understand the purpose and role of NDEA in [country]?
5. In what way(s) have you been involved with NDEA?

C. Ecosystem-level / transformative partnerships

6. Can you speak to what, if any differences, the NDEA strategy has made in addressing the country's priorities?

7. As far as you know, has NDEA strategy changed the way in which AfDB is engaging in the energy sector?

Prompts: With the NDEA, is AfDB using a new approach/applying more effort, to addressing:

- full value chain – from generation to transmission to distribution,
- distributed energy access solutions,
- enabling environment and addressing barriers to investment,
- returns on investment,
- cost recovery mechanisms,
- utilities as credible as counterparties for power purchase agreements,
- focus on renewable energy solutions

8. Has NDEA contributed to improving the enabling environment? If so, in what way(s)?

Prompts: Relating, for example, to:

- unclear regulations,
- political will,
- policy uncertainty,
- corruption or lack of transparency,
- limited private sector participation

9. Has the gov't changed or redeployed its funding to the energy sector since 2016? If so, is the change linked to NDEA? In what way?

10. Have donors increased energy funding since 2016? Is this linked to NDEA efforts to leverage more funding?

11. Are you aware of other Africa-wide strategies, supported by other development partners, that are active in the country?

12. What are the main challenges in the country's energy sector?

13. Do you think the country is benefitting from, or is ready to benefit from the NDEA approach?

14. Do you believe that the NDEA aligns with the country's energy strategy or policy?

15. Can you say in what way is the project (including how it was selected, designed, financed, etc.) different with NDEA in place? Would it even have been implemented without NDEA? How are NDEA principles reflected in AfDB's dialogue with governments and development partners at the country level? (quality at entry)

16. Has the NDEA approach enhanced AfDB's engagement with development partners to leverage or catalyse investments?

17. Has NDEA enhanced AfDB's engagement with private sector actors to enable private sector investments?

D. Project-level

18.

19. [If key informant is aware of project] Are NDEA's themes evident at the project level? Which themes have had the greatest impact? (value proposition)

Prompts: e.g. any problems with project feasibility?

20. What challenges – in project design or implementation - has AfDB faced in applying NDEA principles?

E. General energy sector issues (if time available)

Which of the following selected additional topics should be explored during the interview will depend on the selected country portfolio. Local consultants will receive guidance in advance as to which are most appropriate, which will also depend on the key informant's background.

- Regional and national institutional frameworks
- Private sector role in energy sector regulation
- Performance of electric utilities
- Appropriate balance between production, transmission and distribution.
- Role of Natural Gas in power generation
- Energy sector reforms and policies, Program Based Operations (PBOs),
- Public Private Partnerships (PPPs)
- Energy Efficiency
- Integration of Renewable Energy in Existing Power Networks: Stability of the system.
- Implementation capacities of relevant agencies such as utilities (Rural Energy Authorities-REAs, Rural Energy Funds-REFs, etc.).
- [if there is a regulator] How independent is the regulator?
- The status of power trade markets
- Prioritisation of grid versus off-grid renewable energy

IV. GUIDE FOR REPORTING

11. Audience for the reports

The individual reports are intended for use i) by the international consultants in preparing the Case Study Synthesis report; ii) AfDB operational staff to inform their understanding of how and whether NDEA has had an impact on energy sector interventions at the country level; and iii) other stakeholders and general audiences interested in learning about the impact of the NDEA strategy on AfDB's activities, as well as those of other development partners, at the country level.

12. Case study report outline

Proposed Case Study report outline:

Country context (1 page)

General country information

Energy sector:

- Energy data
- Policy and institutional environment
- Barriers and challenges to transforming energy sector and expanding access

Ecosystems

NDEA awareness

- By public sector stakeholders
- By other stakeholders
- Country readiness for NDEA
- Alignment of NDEA with national strategies / policies

NDEA principles

- Whether principles are reflected in AfDB dialogue with government and development partners.
- Whether NDEA principles are relevant to the country's energy context (ecosystem)

NDEA impact

- Degree to which NDEA approach has changed AfDB's engagement with development partners
- How NDEA has helped catalyse or leverage private sector investments

Project-level

- How and whether NDEA themes are reflected/operationalized in project(s)
- Which themes have had the greatest impact? (value proposition)
- Challenges in project design or implementation to applying NDEA

Notes:

Only broad, easily available information should be collected for the General Country Information and Energy sector sections. The consultants should spend no more than a couple of hours on these sections.

The outline follows the themes of inquiry. It is important that the country case study data collection is conducted in a uniform manner and the analysis (final reports) are structured in a way that facilitates comparisons for the synthesis report. Some variation is acceptable and unavoidable, given the different country circumstances, and some flexibility is therefore acceptable.

13. Anonymity and data protection

The identity of the key informants will be kept anonymous. The names will be shared with the international evaluation consultants but not with AfDB or anyone outside of the evaluation team.

The interview notes will only be shared with international evaluation consultants and will be password protected.

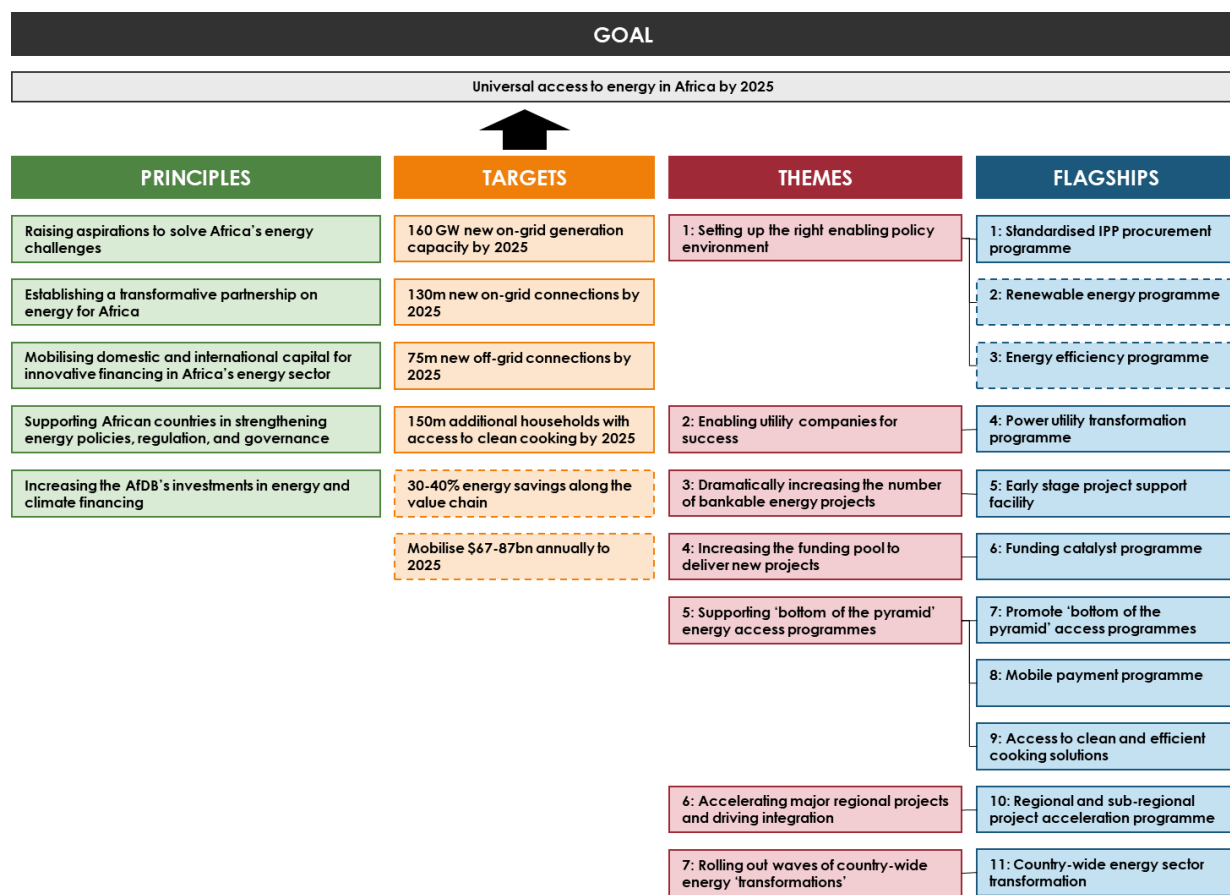
References

Country energy data and information: <https://africa-energy-portal.org/>

Energy Sector Project Appraisal Reports_2016-2018

[List other key documents here]

Annex C. Principles, targets, themes, and flagships of the NDEA



Appendix E. Local consultant qualifications

- Extensive experience with qualitative research methods, including conducting key informant interviews.
- Experience conducting case study assessments.
- Experience in providing technical assistance for institutional reform initiatives for international donors or governments.
- Knowledge of the policy, institutional, and regulatory environment of the energy sector.
- Good understanding of the economics of energy sector reform.
- Minimum of seven (7) years of professional experience in appraisal, monitoring and evaluation of energy and infrastructure sectors.
- MA Degree, or higher, in political science, international development studies, social sciences, engineering, or relevant field.
- Excellent writing skills.
- Professional proficiency in English [and French].
- Knowledge of AfDB programs.