

# **Evaluation of the ICA: Presentation of Findings**

**ICA Annual Meeting  
Ministry of Foreign Affairs  
Rome  
9<sup>th</sup> March 2009**

# Overview of the evaluation

## Objective of evaluation:

Provide evidence on whether ICA has taken a suitable approach to addressing its objectives and make recommendations

## Overall approach:

Examine framework of objectives, structure and governance arrangements, activities undertaken or catalysed, programme logic linking activities to objectives to assess overall effectiveness

# Issues for the evaluation approach

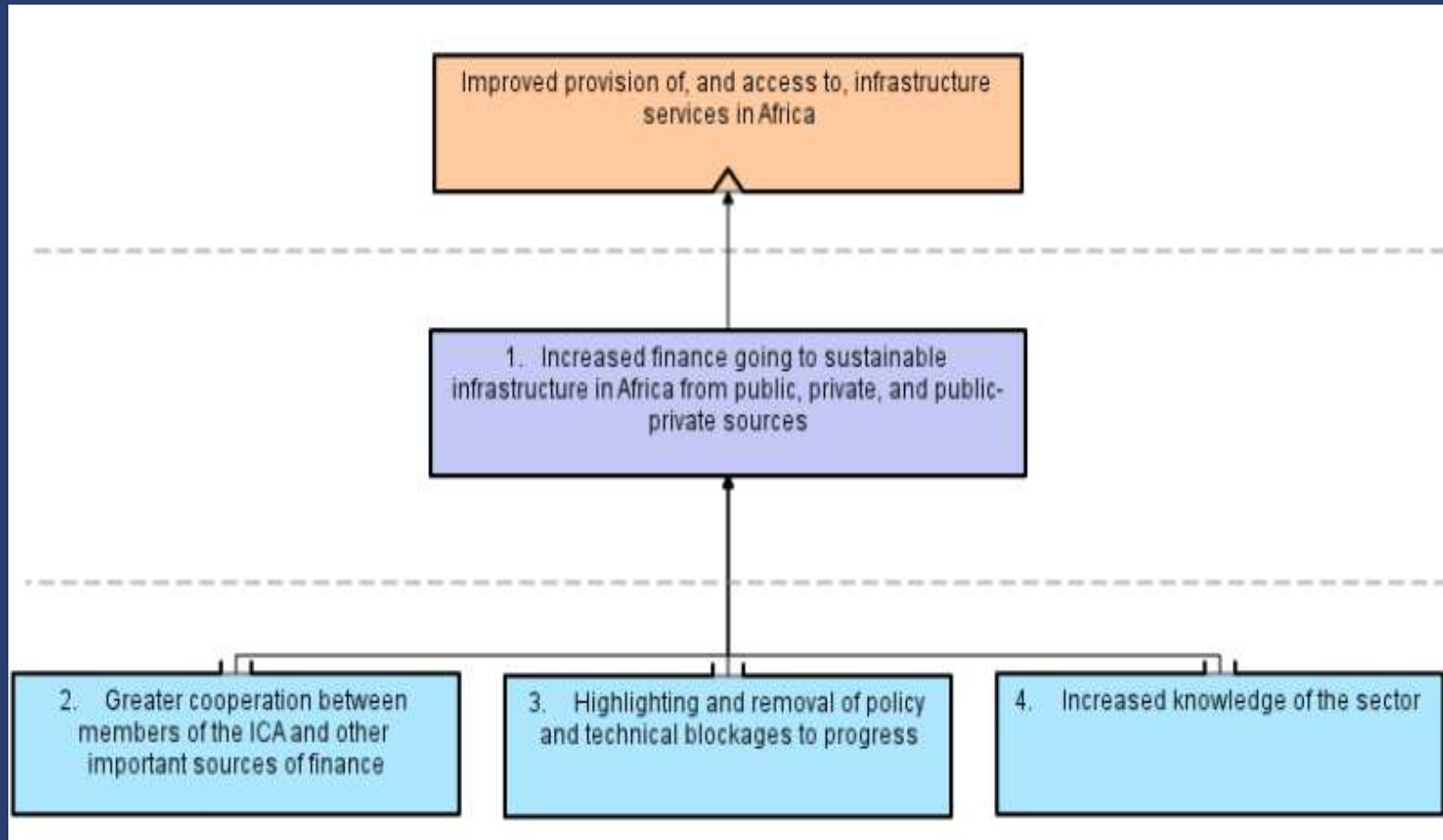
- Too early to judge impact or assess sustainability – focus on relevance, effectiveness, efficiency
- ICA has no operational framework of objectives or targets against which to judge performance
- Need distinguish activities undertaken by ICA Secretariat (or led on behalf of the Secretariat by others) from actions of ICA members

# ICA's objectives

Terms of reference define ICA objectives as:

1. To increase amount of finance going to sustainable infrastructure in Africa from public, private and public-private sources.
2. To facilitate greater cooperation between members of the ICA and other sources of finance e.g. China, India, Arab Funds, the private sector.
3. To highlight and help remove policy and technical blockages to progress.
4. To increase knowledge of the sector through monitoring and reporting on key trends and developments

# ICA's programme logic



# Features of ICA's structure and governance

- Central role of the Annual Work Plan in setting out activities and defining resource needs and absence of longer-term strategic framework
- Relatively light governance structure focused on decision-making at Annual Meeting, with other management functions delegated to AfDB
- Membership structure in principle open to wider group of “donors and lenders” than the G8, though with role of African partners defined as observers

# ICA's activities

- Capacity building/institutional strengthening
- Advocacy
- Analytical work
- Fostering cooperation in project preparation
- Enhancing donor coordination

# ICA's relevance

- Objectives highly relevant to development challenge but do not provide a guide to action for ICA
- Selection of activities through close consultation with stakeholders in annual work programme
- Wide mandate has provided space for experimentation and learning
- Going forward need to have a mandate more strongly focused on areas of comparative advantage and with more specific and measurable objectives



# Evaluation questions

- To what extent has each objective been achieved?
- How have ICA's actions contributed to the objective?
- What could ICA have done differently?
- What actions has each organisation undertaken in relation to ICA's objectives?
- How has ICA affected the actions of each organisation?
  
- ICA's mandate, objectives and form of operation
- Secretariat and relationship with AfDB

# Objective 1: Increasing finance

## Progress towards objective:

- Substantially increased commitments by ICA members but no information on use of funds (disbursement)
- Record replenishments of multilateral funds
- Substantial commitments from China, Arab Funds, (India) and private sector
- Commitments still substantially below needs (AICD)
- From mid-2008 evidence of falling private investment
- Coming years provide key test of commitment

# Objective 1: Increasing finance

## ICA's contribution:

- ICA has highlighted importance of African infrastructure and helped maintain as priority on international agenda
- Annual meeting and report has maintained political visibility
- Increased engagement e.g. from EIB
- View from African partners that not enough done to secure finance

# Objective 2: Facilitating greater cooperation

Progress towards objective:

- Lack of indicators or framework for assessing level of cooperation
- Strengthened and more structured dialogue
- Promising initiatives but yet to yield substantive fruit

# Objective 2: Facilitating greater cooperation

## ICA's contribution:

- ICA provides forum for bring together G8, key multilaterals and African partners – ICA's convening power... how to use this most effectively?
- Dialogues opened with China and Arab Funds
- Does membership structure encourage equal partnership?
- Workshops have enabled networking with private sector, but private sector knowledge of ICA limited

# Objective 3: Policy and technical blockages



Progress towards objective:

- Limited progress achieved although lack benchmark of evidence (which AICD might provide in future)
- Differing views on relative importance of constraints
- Little evidence of strengthened REC capacity

# Objective 3: Policy and technical blockages

## ICA's contribution:

- ICA had encouraged discussion but differences in assessment of effectiveness of activities
- Workshops provided networking opportunities and improved mutual understanding, but not clear has assisted in securing financing
- Value of user guides not clear – uncertainty about target audience
- Capacity building initiatives for RECs but little substantive progress in implementation

# Objective 4: Increasing knowledge

Progress towards objective:

- Lack of targets or baseline measure – some progress in increased documentation and presentation of relevant information



# Objective 4: Increasing knowledge

## ICA's contribution:

- Annual Reports useful compendium of information but could be supplemented by more up to date and additional information
- ICA website provides useful introduction and overview for those without deep prior involvement in African infrastructure

# ICA's efficiency

- ICA complements and adds value to work of others
- ICA may duplicate (areas where lack comparative advantage?) but doesn't appear to "crowd out"
- Secretariat seen as responsive and capable and to have delivered work programmes but staffing and resourcing are not well-matched to role
- Location in AfDB: have mutual benefits been maximised?
- Has monitored and followed up but handicapped by resources and short planning/resource horizon
- ICA has made useful initial progress for modest use of resources to date

# Overall assessment

- ICA's activities relevant to needs, have served to foster dialogue, efficient in relation to resources supplied
- Not possible to show has delivered development outcomes
- Promising and to date generally successful initiative
- Need for more clearly defined results-framework and role based on “convening power”
- Location in AfDB is appropriate compared to alternatives
- Issue about whether ICA could have focused more on taking forward key projects

# ICA's role and comparative advantage

- Shared understanding of ICA's role and comparative advantage central to strategic choices
- Evaluation concludes comparative advantage derives from “convening power” ... bringing together key donors and African partners, while based in an African institution and hence a focal point for wider interaction
- ICA's place in the institutional architecture based on engagement of G8 but need for partnership arrangements to be inclusive

# Use of ICA's convening power

- Most effectively used at level of thematic or issue level rather than detailed project or technical level
- Can use to enhance initiatives by ICA members
- Role involves facilitating resolution of identified problems and monitoring and supporting mutual accountability for follow up to agreed actions
  
- Should ICA be more focused on facilitating and supporting key priority projects?
- Does ICA have an advocacy role, and if so how should it be fulfilled?

# Recommendations: Elements of a strategic framework for ICA

- Statement of purpose – role and comparative advantage
- Need to retain flexibility
- Ensure arrangement is sufficiently inclusive to provide basis for equal partnership
- Develop a medium-term results-based framework as basis for a Strategic Plan
- Strengthen system for monitoring ICA performance
- Financing should be based on Strategic Plan
- Communications strategy as integral part of the Strategic Plan