Independent Evaluation of the Implementation of the Development and Business Delivery Model of the AfDB Group

Inception Report

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African Development Bank

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By// IOD PARC

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Acronyms

ADF	African Development Fund
AfDB	African Development Bank
ALNAP	Active Learning Network for Accountability and Performance
DAM	Delegation of Authority Matrix
DBDM	Development and Business Delivery Model
DFID	Department for International Development, UK
ECG	Evaluation Cooperation Group
ESRC	Economic and Social Research Council, UK
GCC	Governors' Consultative Committee
GCI	General Capital Increase
HQ	Headquarters
IDEV	Independent Development Evaluation, AfDB
IT	Information Technology
KPI	Key Performance Indicator
MOPAN	Multilateral Organisation Performance Assessment Network
SDGs	Sustainable Development Goals
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
QA	Quality Assurance
RDVP	Regional, Integration and Business Delivery Vice-President
RMC	Regional Member Countries
SVP	Senior Vice-President
TMT	Transformation Management Team
TOR	Terms of Reference
TYS	Ten-Year Strategy of AfDB
UNEG	United Nations Evaluation Group

Introduction

IOD PARC has been commissioned to undertake an independent evaluation of the implementation of the Development and Business Delivery Model (DBDM) of the African Development Bank Group (AfDB or the Bank). This independent evaluation has been launched in response to a call by the Bank's Board of Governors to undertake a review of the reforms to increase the Bank's capacity to deliver on its objectives.[1] The evaluation is facilitated by the Bank's Independent Development Evaluation (IDEV).

This Inception Report provides an overview of the key considerations and methodological issues guiding the evaluation design, its scope, methodology, tools, evaluation questions and implementation plan, and the extent to which evidence can be provided against the evaluation's objectives. The Inception Report will be transmitted to the Board of Directors for information in early January 2019.

The Inception Report builds on the Approach Paper that was approved by the Board on 14 December 2018. The Approach Paper was based on three key inputs obtained during the first phase (scoping phase) of the evaluation: a partial document review and preliminary discussions with members of the Board of Directors and senior Bank staff, held between 12 and 16 November 2018 in Abidjan; guidance from the Board of Directors after a presentation of evaluation design options on 30 November; and guidance from Governors during the GCC meeting in Rome on 5 December.

The approach chosen will provide a comprehensive, robust and rigorous evaluation of all five pillars of the DBDM, with a strong focus on operational effectiveness and organisational efficiency, i.e. levels 3 and 4 of the Bank's Results Measurement Framework. In view of the findings of the evaluability assessment and the limitations faced, the depth examined in each pillar will vary. This Inception Report provides detail on the selected approach for the evaluation, in line with the evaluability assessment included in the Approach Paper (see Annex 2).

Evaluation context

AfDB's mission is to fight poverty and improve living conditions on the continent by promoting the investment of public and private capital in projects and programmes that are likely to contribute to the economic and social development of the region. The AfDB is the leading financial institution in the continent, with an authorised capital of UA 66,975 billion as at 31 December 2017.

In order to scale up implementation of its Ten-Year Strategy (TYS), accelerate development impact and further augment the Bank's revenues to meet its clients' needs, in 2016 the Bank decided to focus on five high priority objectives, the "High 5s": Light Up and Power Africa; Feed Africa; Industrialise Africa; Integrate Africa; and Improve the Quality of Life for Africans.

As part of the its strategic reorientation, the Bank decided to re-design its operating model, organisation structure and pricing framework, for three reasons: (i) consolidate its achievements and reposition the institution for greater effectiveness and efficiency to deliver on the TYS' High 5s and the SDGs; (ii) ensure financial sustainability of the Bank and meet the evolving development challenges of regional member countries; and (iii) provide leadership in areas where the Bank has or can develop comparative advantage as well as areas mandated by RMC and the international community.

A set of reforms to redesign the Bank's Development and Business Delivery Model (DBDM) was approved by the Board in May 2016, with the timetable foreseen to end in December

[1] Point 8 of the Communique Final of the 2018 AfDB Annual meetings, Busan, Korea

2018. The DBDM focuses on five institutional pillars: (i) Move closer to the client to enhance delivery; (ii) Reconfigure HQ to support the regions to deliver better outcomes; (iii) Strengthen the performance culture to attract and maintain talent; (iv) Streamline business processes; and (v) Improve financial performance and increase development impact.

Evaluation purpose and target audience

Building on the evaluation's Terms of Reference (TOR), the results of the rapid evaluability assessment, guidance provided by Bank Governors and Board of Directors, and the content of the approved Approach Paper, the purpose of this Inception Report is to describe the key considerations and methodological issues guiding the evaluation design, its scope, methodology, tools, evaluation questions and implementation plan, and the extent to which evidence can be provided against the evaluation's objectives.

The *purpose* of the evaluation of the implementation of the DBDM is to take stock of the DBDM in order to draw lessons that will inform future decisions in the context of the replenishment processes for the African Development Fund (ADF) and the General Capital Increase (GCI), as well as inform further implementation of the DBDM itself and any future reconsideration or additional reform efforts. As such, the evaluation is formative in its nature.

The *objectives* of this evaluation are threefold:

- Assess the current implementation status of the DBDM;
- Assess the DBDM's contributions to the Bank's efficiency and effectiveness; and
- Identify the main challenges and lessons to improve the development effectiveness of the reforms.

Key users of the evaluation are the Bank's Board of Governors, Board of Directors and management. It is expected that the evaluation will serve both accountability and learning purposes.

Overall Evaluation Approach

A complex set of reforms like the DBDM usually takes several years of sustained implementation for its effects to be fully manifested and benefits to be realised. For this reason, our approach will be theory-based, unpacking the anticipated causal chain from activity to output, to immediate effects and ultimate intended benefits. It is not possible to test the whole chain and all the underlying assumptions of the DBDM; rather, the focus is on assessing design and implementation; short-term results (outputs); initial effects and lessons learned, to the extent possible given available evidence.

The broad logic to the DBDM is that by strengthening its institutional and operational capacity through a comprehensive set of mutually reinforcing reforms, the Bank would improve its development effectiveness, in turn leading to transformative, positive outcomes for the African continent. Determining the relationship between these organisational reforms and development outcomes on the continent requires a significant, long-term research endeavour beyond what is available for the evaluation; therefore, the focus is on testing more intermediate effects of reforms on the Bank's efficiency and effectiveness. This is articulated in the evaluation matrix through the evaluation criteria (see Annex 1).

While the evaluation will serve both accountability and learning purposes, our terms of reference state the evaluation is primarily a formative exercise, meaning that a key objective is to provide learning for Bank management regarding what has worked well, less well and why, to inform the continuous efforts to improve the efficiency and effectiveness of the Bank. For this reason, the evaluation will not provide an overall summative judgement, or ratings, on

the effectiveness of the DBDM. Taking as point of departure the achievements recorded in individual pillars, it will focus on identified performance strengths and weaknesses.

Our overall analytical approach to the drawing of conclusions is qualitative. This is appropriate given the rapid nature of the exercise, the unique nature of the DBDM and the importance placed on lesson-learning. However, within that overall paradigm, quantitative analysis of data (both primary and secondary) will be conducted as part of the assessment.

The evaluation team will employ a mixed-methods approach, using multiple lines of both quantitative and qualitative evidence drawn from primary and secondary sources: interviews and focus group discussions, document and administrative data review, content analysis, trend and comparative analysis ("before and after"), field visits to regional hubs and engagement with country-level stakeholders to the extent feasible. The team will systematically review, weigh and combine the different types of evidence to provide a credible evidence-based assessment and conduct rigorous quality assurance of the evidence against findings.

Evaluation criteria

The evaluation will follow the Evaluation Cooperation Group (ECG) guidelines and principles. It will use a tailored blend of OECD-DAC and DBDM-specific[2] criteria to guide the enquiry, focusing on the key areas and issues of interest to Governors and the Board as expressed in the inception phase. This choice reflects the tight timeline and a consideration of both feasibility and the opportunity cost associated with inclusion of other criteria. Table 1 summarises the criteria selected and how they will be applied.

Table 1: Evaluation criteria

Evaluation Criteria	Source	Application/scope
Relevance	OECD-DAC	Examined at the level of specific reforms, to test their relevance to the objectives and ambitions of the DBDM
Implementation efficiency	OECD-DAC	Examined at the level of specific reforms, to test whether the intended outputs have been delivered on time, within budget and in line with effort expended
Effectiveness	OECD-DAC	Examined at the level of specific reforms, to test whether the objectives of reforms are considered likely to be achieved
Coherence	TOR	Examined at the cross-pillar/reform level, to test whether key dependencies between reforms are understood and risks managed across units

In examining *Relevance*, the evaluation will consider the design of specific reform initiatives, and in particular the extent to which these are client-facing/ responsive to RMC needs - a key ambition of the DBDM initiative. It will not, however, consider the relevance of the DBDM initiative as a whole.

Implementation efficiency will look at the intended outputs – quantitative and qualitative – in relation to the planned effort/resources. The evaluation will consider whether outputs were achieved on time, within budget and in line with expectations.

Effectiveness relates to whether the reform has attained its objective(s). In practice, reforms may have both shorter- and longer-term objectives. The evaluation will focus on initial effects, from two perspectives: changes in the way the Bank operates; and changes in clients' and

[2] As proposed in the original Terms of Reference for the evaluation.

partners' experience in working with the Bank. However, as a general rule, assessing the effects on partners/ clients will be more challenging given the fact that DBDM reforms have been introduced only relatively recently. Therefore, the effectiveness criterion will be assessed primarily for initial effects, for a sample of reforms that are sufficiently mature. *Effectiveness* also includes, where possible, consideration of unintended effects.

Coherence relates to the Bank's change management strategy, and in particular, whether the dependencies between different reforms within and across pillars are understood and managed in a holistic way. Critical dependencies may exist between reforms within and across DBDM pillars and with other non-DBDM initiatives.

The remaining OECD-DAC criteria - *Impact* and *Sustainability* - will not be considered, on the grounds that this is primarily a formative evaluation and an evaluation assessing the degree of implementation efficiency and effectiveness. The development impact of the set of reforms as such cannot yet be assessed, as the reforms are either ongoing or too recent to have had significant, measurable impact on the development of borrowing countries. The focus of the evaluation therefore, relates primarily to levels 3 and 4 of the Bank's own Results Measurement Framework. Any assessment of impact or sustainability at this point in time would be speculative.

Where possible, relevant IDEV evaluations and studies will be used as an independent source of evidence that in some cases may cover a longer timeframe than the current evaluation, i.e. goes back in time to a pre-DBDM period, hence allowing a "before and after" assessment.

Key evaluation questions

Under each of the evaluation criteria, we have identified key evaluation questions as follows:

Table 2: Key Evaluation Questions

Criteria	Key Evaluation Questions
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?
	1.2: Was the reform necessary and sufficient to achieve its intended objectives for partners/clients?
2. Implementation efficiency	2.1: Was the reform implemented as planned and within budget?
	2.2: Were intended short-term results (outputs) achieved as expected?
3. Effectiveness	3.1: Has the reform achieved its immediate objective(s)?
	3.2: Were there any unintended consequences?
4. Coherence	4.1: Were the implications of reforms in each pillar on other aspects of the DBDM articulated and deliberately managed?
	4.2: Were the implications of reforms in each pillar for other organizational units clear and deliberately managed?
	4.3: Was a platform for discussion and review of the reforms developed and used?

As is evident, the evaluation questions in the main relate to levels 3 and 4 of the Bank's Results Measurement Framework.

Evaluation scope and focus

The evaluation covers the period from April 2016 to December 2018. The cut off point for evaluation evidence is 31 December 2018, although provision can be made for considering key data up till mid-January 2019. The period 2014-15 will be used for comparison for selected reforms.

The subject of the evaluation is the set of reforms introduced under the DBDM. For the purposes of the study, the DBDM constitutes what has been agreed by the Board, as reflected in successive resolutions.[3] These constitute the *focus of the evaluation*, and the point of departure and baseline for the evaluation. For the purposes of the evaluation, we use the DBDM's five pillars as our organising framework. Table 3 presents these along with the key reforms under each pillar that we will examine in the evaluation.

Table 3: List of DBDM reforms included in the evaluation

DBDM PILLAR	DBDM REFORM
Pillar 1 Move closer to the client to enhance delivery	• Regionalisation and expansion of country offices • Rightsizing of field presences (incl. adequate staff quantity and quality) • Devolved decision-making authority from HQ to field level (DAM) • Streamline functions, responsibilities and oversight mechanisms • Enhance the Bank's value-added as a partner at country level
Pillar 2 Reconfigure HQ to support the regions to deliver better outcomes	• Establish sector complexes and associated reconfigurations • Streamline internal collaboration and coordination between sector complexes, regional hubs, departments and units • Rationalise and implement structural changes to roles and responsibilities between functions and regions, including Pilot – Co-Pilot mechanism • Develop specialist knowledge, sectoral expertise and new products
Pillar 3 Strengthen the performance culture to attract and maintain talent	• Results-oriented performance contracts (including KPIs) • Improved performance appraisal / management system • Attracting and retaining talent (including Talent Management Framework) • Staff recognition / awards
Pillar 4 Streamline business processes to promote efficiency and effectiveness	• Shorten recruiting process • Streamline project life cycle process • Redesign procurement process to enable fast and efficient procurement • *Enabling* revisions to the DAM to support changes in business processes • *Enabling* changes to IT systems (e.g. e-Document; e-Disbursement; e-Corporate Consultants Procurement, and SAP functional upgrade)
Pillar 5 Improve financial performance and increase development impact[4]	• Accelerate disbursement • Improve portfolio management performance • Introduce a new loan pricing policy

[3] See Annex 3 for a list of TMT updates submitted to the Board and associated Board resolutions.

[4] The name of this pillar (or foundation) has evolved over the course of the various iterations and updates of the DBDM since 2016. No specific measures could be traced in the documentation that solely focus on increasing development impact and that could therefore be included in the sample of reforms to be examined under this pillar. The understanding from the documentation is that various measures under the other four pillars are expected to contribute to strengthening the overall development impact of the Bank.

In accordance with the guidance obtained from the Governors, the evaluation will be comprehensive, covering all five DBDM pillars. However, based on the preliminary evaluability assessment findings, the coverage of reforms within pillars will vary (see Box 1).

Box 1: Rapid evaluability assessment[1]

Evaluability in principle: The broad logic to the DBDM is that by strengthening its institutional and operational capacity, the Bank would improve its development effectiveness, in turn leading to positive outcomes for the continent. Determining the relationship between organisational reforms in the Bank and development outcomes on the continent is extremely challenging. However, testing more intermediate effects of reforms, on the Bank's efficiency and effectiveness is in principle more tractable.

Evaluability in practice: A significant challenge is that DBDM reforms have been or are still being implemented at varying paces. As a result, the depth of evaluation possible across each pillar varies. There is verifiable evidence, including data on preliminary effects, for pillars 1, 2 and 5 in particular, but less so for pillars 3 and 4. The compressed timeline for the evaluation also means that while measures of process quality, output and some immediate outcomes are evaluable, intermediate and longer-term outcomes/impact are not.

Usefulness of an evaluation: The evaluation can address whether reforms have been implemented as initially conceived/ planned; whether they have subsequently been adjusted and why; and explanations for observed performance. To a more limited degree, the initial effects of reforms can also be examined. The evaluation will provide insights on the challenges and lessons for further improvement.

[1] See Annex 2 for more detail.

Figure 1 summarises the planned scope of evaluation for each pillar, against each evaluation criteria and questions. *Relevance* and *Implementation efficiency* for identified reforms will be addressed across all pillars. For *Effectiveness,* what is possible in the timeframe envisaged is summarised in table 4.

Coherence relates primarily to the dependencies between key reforms within the DBDM, dependencies that may span organisational boundaries. The inclusion of this criterion reflects the fact that major change management projects are complex, and effective delivery requires holistic oversight and risk management (including the DBDM communications strategy).

Figure 1: Scope and depth of DBDM evaluation

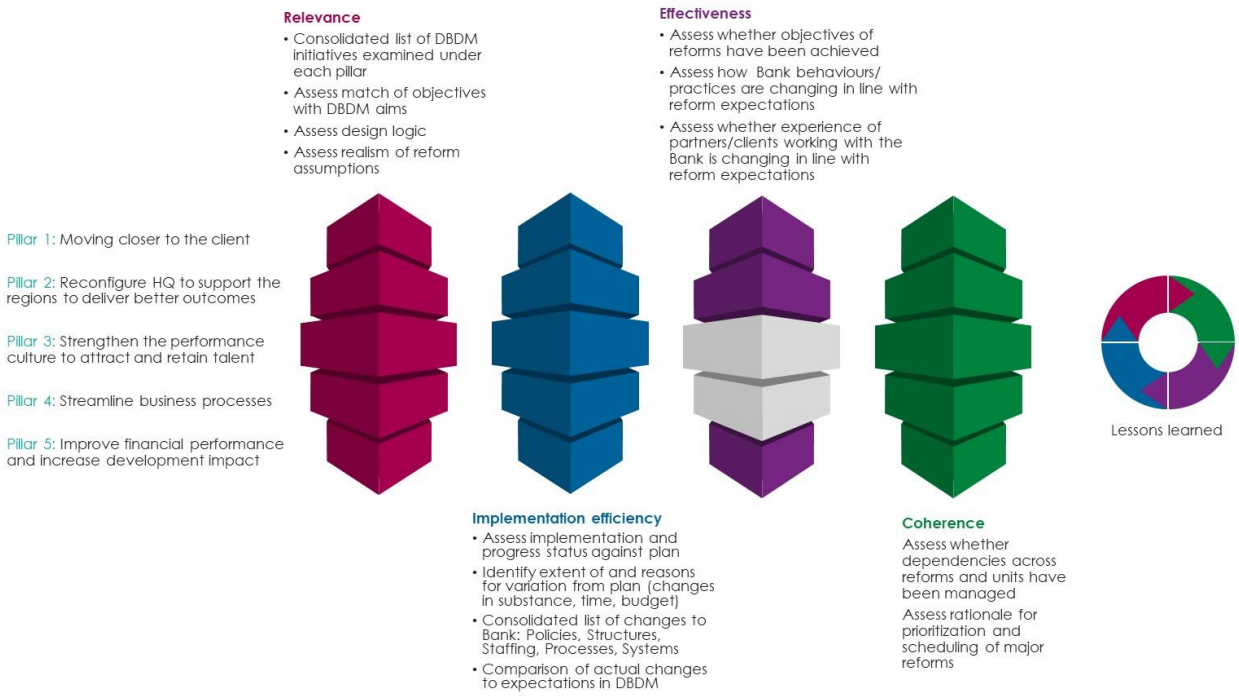


Table 4: Scope of "effectiveness" assessment in each pillar

DBDM Pillar	Approach to "effectiveness"
1	Decentralisation and rationalisation have been pursued pre-2016 but were given a boost with the DBDM. Some initial effects or direction of travel of key reforms, including at regional and country level, is included. For example, we will look for evidence of effects on the quality of Bank processes and changes in Bank behaviour with respect to engagement with partners and clients. Similarly, client/ partner perspectives on changes in the Bank's engagement (quantity and quality) will be explored where possible.
2	Restructuring of HQ has been ongoing, with major as well as minor adjustments made during the period under review. The evaluation will examine some initial effects on the Bank's practices in terms of the coordination and deployment of geographical and sectoral expertise and in terms of promotion of key knowledge products. There may also be scope to explore initial perspectives of Bank clients and partners regarding the Bank's role as a knowledge-producer/broker.
3	Performance culture is a central tenet of DBDM, but also an area which is still ongoing, where there are parallel reforms and where the ultimate aim is dynamic, long-term and not easily measurable at this stage. Some preliminary analysis of effect of key reforms – such as new performance contracts and talent retention – will be explored where possible, through staff interviews.
4	Results in pillar 4 depend on the maturity of key process reforms, many of which are yet to be fully rolled out. For a sample of key reforms, the evaluation will examine initial effects of reforms where possible, though this may be *ex ante* (potential), rather than *ex post* (actual) given status of implementation. There may also be scope to explore with clients the extent to which reforms are likely, in principle (if too early to say in practice), to enhance the ease of doing business with the Bank.
5	The focus in this pillar is on financial performance. In the initial DBDM proposal, development impact was considered as a cross-cutting issue, with the view that the set of DBDM reforms taken together will enhance the Bank's ability to deliver on the ground and improve its financial performance, thereby increasing its development impact. No specific measures focusing solely on increasing development impact were identified. However, other measures under the four pillars above can contribute to this outcome as well, and this will be taken into account when examining these measures. Reforms are more mature under this pillar, some are a continuation of previous reforms, and we therefore anticipate access to sufficient data to examine the initial effects of the key reforms selected: disbursement performance; portfolio performance management; and the Bank's loan pricing policy. The evaluation will also examine what have been the drivers of any changes in the Bank's financial performance as a result of these reforms.

A more detailed generic evaluation matrix has been developed for each pillar, setting out evaluation indicators, scope, analysis and data sources to address the evaluation questions. These reflect our current level of understanding and will be updated during the course of the evaluation. The matrices are provided in Annex 1.

Data collection and analysis

Data sources

The evaluation team will draw on both primary and secondary sources of data.

Primary data will be obtained from:

- Interviews with AfDB staff in HQ, regional hubs and a limited number of country offices
- Interviews with a limited number of partners and clients
- Focus group discussions with subsets of AfDB staff
- A survey of Governors

Table 5: Summary of expectations for primary data collection

Data collection method	Scope	Purpose
Semi-structured interviews with AfDB staff	Sample of staff at HQ, Regional Hubs and Country Offices spanning AfDB operating contexts	A small number of interviews will be confirmatory, to augment secondary data sources, validate our understanding and address any limitations in available data/documentation. Majority of interviews with AfDB staff will be evaluative, designed to explore issues for which no secondary data exist and to test key assumptions underpinning DBDM reforms, as well as forward looking, i.e. focus on the learning aspects - how could performance be improved in the future?
Semi-structured interviews with AfDB partners and clients	Sample of partners/ clients selected from AfDB operating contexts	Interviews will be evaluative, to: triangulate results from other AfDB staff interviews and reports; test key assumptions underpinning the design of DBDM reforms; and explore issues of effectiveness.
Focus group discussions with AfDB staff	Sub-set of AfDB staff in the Regional Hubs visited	Focus groups will be used to explore staff experience of the reforms in context. They are an effective way to explore issues associated with the more complex reforms in some depth, and cover a larger number of staff thus capturing a more diverse range of views. Participant selection requires care and therefore use of focus groups will be dependent on the Bank's support in identifying appropriate participants.
Perception survey of AfDB Governors	On-line survey of AfDB Governors	Perception-based assessment of changes in the quality and ease of engaging with the Bank

Interviews will be a mixture of face-to-face and remote (video or tele-conferencing). Remote techniques will be used predominantly to access staff in country offices that are not being visited.

Focus groups will be organized in each hub, in both English and French where relevant, to explore perceptions on change and change management on specific topics where there seem to exist a variety of views and perceptions.

A survey will be conducted to capture perceptions of Governors on change in the quality and ease of engaging with the Bank. Governors are targeted as they requested the evaluation and were consulted in Rome so should be given the opportunity to contribute their views and perceptions.

Secondary data sources will be predominantly:

- AfDB's policies, strategies and manuals;
- AfDB's own corporate (financial, operational and administrative) management information, including budget, work-plan, corporate performance data and reports;
- Relevant evaluation reports produced by the Bank's Independent Evaluation function and reviews by the Bank's Board; and

- Relevant third-party assessments of aspects of the Bank as exist, such as the most recent MOPAN assessment.

Analysis and synthesis

Interviews and focus group discussions will be semi-structured in nature and analysed qualitatively. Data obtained will be coded and categorised to capture and synthesise respondent's views regarding key aspects of the DBDM reforms.

With the exception of the on-line survey of Governors, primary data collection is not aiming to provide statistically 'representative' results that would support Bank-wide generalisations. Rather, we are aiming for 'situational' representativeness, i.e. to reflect the diversity of operating environments. For these different environments, interviews and focus group discussions will be primarily used to: corroborate or contest findings suggested by other sources; to test the reasonableness of assumptions underpinning the design logic of key DBDM reforms; and deepen our understanding of the key reforms in context for the purposes of lesson-learning.

The on-line survey of AfDB Governors will be questionnaire based, exploring a limited number of issues primarily related their perceptions about Bank engagement in their respective countries and changes since the advent of the DBDM. Data will be analysed using standard survey techniques, primarily to obtain estimates of prevalence and variability of views regarding key issues.

Secondary data/ document review will be conducted using templates that provide a common framework to ensure consistency of approach. These evidence templates will be structured in line with our Evaluation Questions (and indicators, see generic evaluation matrices in Annex 1). The team will populate the templates with empirical data from the documents/data sets reviewed. The search for evidence is therefore a purposive one – designed to address the evaluation questions and indicators – though we remain open to relevant information that sits outside the template.

In synthesising the data, we will use evidence matrices to locate, juxtapose, reconcile, adjudicate and integrate findings from our multiple sources – the basic elements in our synthesis process. Where appropriate, we will also conduct more formal comparative analysis, i.e. to investigate change before and after the introduction of DBDM reforms and explore observed similarities or differences in experiences between regions/ countries/ units. But ultimately our ability to do so will be dependent on the quality of evidence available.

In synthesising evidence to reach a judgement, we will include "strength of evidence" ratings to accompany our key findings (see below).

As part of the synthesis process, we will use thematic analysis to identify any patterns or themes that emerge across the DBDM pillars. These will inform wider lesson-learning for the Bank.

Sampling

Sampling will be based on the following criteria:

For Bank staff:

- function
- level of responsibility
- geographical location
- length/ type of service in the Bank
- length of service in position

For partners:

- Geographical location
- Knowledge of/ interaction with the Bank
- Knowledge of/ interaction with competitors/peer institutions

For Governors:

- One Governor per country

Sampling will be used at multiple points in the study:

- *Within pillars:* As set out in the evaluation scope, we will examine effectiveness for a sample of reforms under pillars 1, 2 and 5. Scope to examine initial effects for a sample of reforms under pillars 3 and 4 will be explored during the study. The sample in each pillar will be chosen purposively, based on a) significance to the objectives of the DBDM pillar; b) maturity of the reforms (to take account of implementation and effect lags); and c) resources available for the study.
- *Field visits:* The evaluation will visit HQ and the Regional Hubs of Kenya, South Africa and Tunisia. This will also be an opportunity to engage with the country authorities of the four countries. West Africa and Central Africa Regional Hubs are currently both located in Abidjan and will be covered during HQ mission in a similar way to other Hubs. While country office visits would have been a good additional element, we believe that restricting visits to HQ / Regional Hubs and covering country offices remotely is the most efficient approach, given time and resource limitations.
- *Country offices:* We propose conducting remote interviews with 25-30 staff from up to 16 country offices (a little over one-third of regional member countries, and more than half of the Bank' country offices). These will be selected following an exercise to segment regional member countries according to the Bank's key operating environments. Our proposed criteria are: country status under Bank's eligibility categories (augmented by fragile and conflicted-affected state status), regional location, age of the field office and relative size of Bank's portfolio. Within the identified categories, selection will be random where possible, based on monetary unit sampling methods, though we will also ensure representation of countries where currently AfDB operations are relatively small.
- *Focus group discussions*: Use of focus groups will depend on feasibility of participant selection/availability but they hold the potential to engage with a larger number and broader representation of staff. We envisage holding up to two focus group sessions per Regional Hub in English and French as appropriate. They will be used to explore the perceptions around more complex aspects of the reforms – matrix management arrangements; and changes to affect performance culture. Selection of individuals will require care and the Bank's assistance.
- *Clients/ partners:* The planned on-line survey of Governors will cover all Governors. Additionally, we aim to conduct in-depth interviews with a limited sample of Bank clients and partners to obtain their perspective. We envisage interviewing 25-30 representatives from client and partner bodies who have experience working with the Bank for at least three years. Selection of country of origin will follow the same logic as the country offices sample. Our aim is not to obtain generalisable estimates of "client satisfaction" but rather to examine the robustness of assumptions underpinning key DBDM reforms aimed at improving the experience of clients/ partners working with the Bank. Where possible, the interviews will also explore initial effects of those reforms.

To identify respondents, we are content to be advised by Bank staff, and we will validate those suggestions with IDEV to ensure we understand any issues of possible bias in the candidates nominated.

As explained above, the aim in sampling is not primarily to obtain results that may be generalised across the Bank. Rather, we will use the samples as vehicles to explore the reforms in context and test assumptions and beliefs about how the reforms are working/ will work. However, that does not diminish the informative value of our samples. Our ability to generalise more widely about Bank performance will depend on the level of variability we observer in responses in the different contexts.

Process for making judgements

On completion of the field work in mid-February (see timeline below), the team will bring the different strands of evidence together to make judgements about:

- Findings in relation to each key evaluation question and sub-question based on the available evidence.
- The strength of evidence available to support these findings and answer the questions.

Table 6: Rubric for making judgement on findings

Strong/Compelling	Robust, verified, triangulated with multiple examples/sources
Adequate	Triangulated by at least two examples/sources
Weak	Anecdotal, not able to be triangulated or verified.

- Specific examples that could be drafted as illustrative vignettes of particularly good/ poor practice and their underlying factors.
- Initial recommendations

Prior to finalising the evaluation report, key findings and initial recommendations will be presented to the IDEV/ Evaluation Reference Group.

A presentation of emerging findings will provide an opportunity to test and explore findings with Management, the Board of Directors, and Governors - the primary target audience.

Limitations and risks

The evaluation faces a number of challenges stemming from the combination of the tight timeline for the exercise and the relatively early stage of DBDM implementation, as well as quality, accessibility and timeliness of information, as highlighted in the evaluability assessment.

Key limitations are elaborated below with the evaluation's response.

Table 7: Limitations, implication and response

Limitation/ Risk	Implication	Response
Breadth of DBDM reforms and tight evaluation timeline	Insufficient time to collect, process, analyse and synthesise all aspects of DBDM reform	Evaluation covers all 5 pillars but prioritises within each pillar according to a) most significant reforms; and b) stage of implementation

DBDM is an on-going process	Not all key reforms are implemented/completed, which limits ability to assess effects	Evaluation uses a theory-based approach to identify intermediate markers of progress, critical success factors and likelihood of future success.
Evolving nature of change: a moving target	Significant changes in some pillars during implementation makes it difficult to delineate the evaluation's scope	Trace changes/evolution of approach and justifications over time. Engage Bank staff closely to ensure we examine what is most relevant/useful.
Other reform processes outside DBDM may influence the DBDM reforms	Difficult to separate out DBDM from other initiatives (e.g. People Strategy, updated Decentralisation Action Plan)	Define DBDM scope clearly (based on Board approvals). Examine relationship with other reforms as critical dependencies/assumption (*Coherence*)
Challenge of assessing change in the way AfDB works at country level	Limited scope for assessment of effectiveness from perspective of Bank field offices, partners and clients	Structured/ segmented approach to small-scale enquiry with country-level stakeholders. Use of interviews to test DBDM hypotheses (not generate generalisable result) Interpretation/ confidence in findings based on rigorous analysis of variance Use of IDEV data to the extent possible for all results dimensions
Data and information quality and credibility	Limits the strength of conclusions possible	Use of multiple sources of data to triangulate, test/ challenge/ validate Bank reported performance. Identify 'strength of evidence' for evaluation conclusions and implication key data limitations in final report.
Complete and timely access to data and informants	Unable to implement evaluation to intended depth/ robustness if access is not readily available	Maintain constructive, open lines of communication with SVP and RDVP offices, with agreed review points and response timelines.

While these limitations/ risks are significant, we are confident that the proposed evaluation scope, the rigorous approach and the mitigation measures outlined above will generate robust findings. However, Bank cooperation will be critical in ensuring timely access to information, data and documents as well as key informants in the compressed timeframe envisaged.

Implementation plan

A four-step sequential process is applied in two phases:

a) Inception, preliminary engagement	b) Data collection	c) Analysis	d) Reporting, validation and dissemination

The implementation plan falls in two phases: Phase 1, which corresponds to the agreement on the scope and focus of the evaluation (in the form of the Approach Paper) and preparation of this Inception Report; and Phase 2, under which data collection, in-depth analysis, and reporting and validation fall. The breakdown of work and timeline for these phases is detailed in the work plan below.

Phase 1

Following contract finalisation, the team quickly mobilised to implement phase 1 of the evaluation. During phase 1 the team undertook a review of core documents, a rapid evaluability assessment, and conducted initial consultations with Board members and Senior Bank staff in Abidjan to feed into the drafting of the Options Paper, and later the **Approach Paper**. This process was key for identifying the main sources of evidence available for the evaluation outlined in the evaluation matrix in Annex 1, and for identifying main gaps in information.

Following completion of the Approach Paper, the team proceeded to draft this **Inception Report**, which contains detail of the methodology that will be employed for data collection and analysis in subsequent phases of the evaluation. The Inception Report will be submitted to the evaluation Reference Group for feedback and comment in December 2018 and will be finalised and then submitted to the Board for information in early January 2019.

Phase 2

Once the Inception Report is finalised, phase 2 will begin with the data collection process, which is envisaged to take place between 14 January and 15 February 2019.

Data collection is divided into two steps: first, and prior to going on field visits, the team will sort and review additional key documentation not covered in the inception phase and/ or received following the identification of information gaps. The team will then conduct visits to Cote d'Ivoire, Tunisia, Kenya and South Africa to carry out interviews with Board members (upon request), relevant Bank staff at HQ, regional and country offices, and where possible/ appropriate with clients and partners.

The schedule for field visits to HQ and regional hubs is as follows:

Table 8: Field visit schedule

Team member	Lead on	w/b 28 Jan	w/b 4 Feb
Dorte Kabell	TL + Pillar 5	Abidjan - HQ	North Africa RH
Mark Singleton	Pillar 1	Abidjan – HQ	North Africa RH
Marlene Buchy	Pillar 2	-	Abidjan - HQ
Matthew Crump	HRM + Pillar 3	Abidjan - HQ	South Africa RH
Simon Henderson	Pillar 4	Abidjan - HQ	East Africa RH
Silke Hofer		Abidjan - West Africa and Central Africa RHs	Abidjan - West Africa and Central Africa RHs
Alayna Imlah		Abidjan - West Africa and Central Africa RHs	South Africa RH
Sarah Bolger		-	East Africa RH

The Division of Labour between team members has been slightly reshuffled from the initial allocation submitted in the proposal to conduct this evaluation given the evolving nature of the scope and focus following various discussions with the governing level of the Bank. This amendment ensures that the expertise and experience of the team is capitalised on and fully aligned to the selected approach; and draws on the team's refined understanding of the evaluation's requirements garnered during the assignment's initial stages. The current set up also allows for additional time for the enquiry at HQ level drawing on the strands of focus of team members.

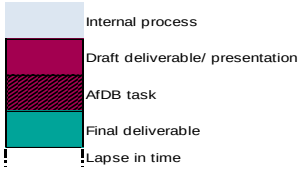
During these field visits, (remote) interviews will be held with clients/ partners and country-level staff. Most team members visiting Abidjan will cover HQ-level interviews and FGDs first, and then proceed to the Regional Hubs.

The findings from the various data collection processes will subsequently be **analysed** and triangulated, and a report on emerging findings will be drafted. These emerging findings will be shared with the Reference Group for validation prior to drafting the Evaluation Report.

The evaluation team will then proceed to prepare a draft **evaluation report** for review by IDEV Management, the Reference Group and other stakeholders. Once feedback is received, preliminary findings will be presented to the Board and the GCC in April 2019. Following comments from the GCC, a draft evaluation report will be issued for comments to management and the Reference Group. These will be addressed in the Final Report. The final report will be presented, together with Management's response, to the Board of Directors on 31 May 2019 for endorsement, and subsequently to the Board of Governors in June 2019.

Work plan and timeline

Stage	Activity	Timing	Schedule (Week Commencing)
			w/c 5 Nov · w/c 12 Nov · w/c 16 Nov · w/c 19 Nov · w/c 26 Nov · w/c 3 Dec · w/c 10 Dec · w/c 17 Dec · w/c 24 Dec · w/c 31 Dec · w/c 7 Jan · w/c 14 Jan · w/c 21 Jan · w/c 28 Jan · w/c 4 Feb · w/c 11 Feb · w/c 18 Feb · w/c 25 Feb · w/c 4 Mar · w/c 11 Mar · w/c 18 Mar · w/c 25 Mar · w/c 1 Apr · w/c 8 Apr · w/c 15 Apr · w/c 22 Apr · w/c 29 Apr · w/c 27 May · w/c 3 Jun
Inception Phase	Document review	1-7 Nov 2018	
	Consultations with Management and Board	8-12 Nov 2018	
	Debriefing to Board/Sr Management	12-Nov-18	
	Draft Options Paper	19-Nov-18	
	Management Comments	21-Nov-18	
	Final Approach Paper	26-Nov-18	
	Presentation to Board	30-Nov-18	
	Presentation to GCC	4/5/6 Dec 2018	
	Draft Inception Report	19-Dec-18	
	Reference Group/Mgt Comments	21-Dec-18	
	Final Inception Report	26-Dec-18	
Data Collection, Analysis and Reporting	Field visits preparation - doc review	w/b 14 Jan and w/b 28	
	Data Collection (HQ + 4 Country/RD Visits)	28 Jan - 8 Feb	
	Drafting Emerging Findings Report	11 Feb - 4 Mar	
	Draft Emerging Findings Report Submitted	07-Mar-19	
	Management Comments	13-Mar-19	
	Reference Group Meeting	13-Mar-19	
	Final Emerging Findings report	18-Mar-19	
	Emerging Findings Presentation to Board	05-Apr-19	
	Presentation to GCC	Apr-19	
	Drafting Evaluation Report	29 Mar - 3 May	
	Draft Evaluation Report Submitted	19-Apr-19	
	Management Comments	26-Apr-19	
	Reference Group Meeting	26-Apr-19	
	Final Evaluation Report	03-May-19	
	Presentation to Board	31-May-19	
	Presentation to GCC	Jun-19	



Quality assurance

We have well established approaches to evaluation QA, based on international standards (UNEG, OECD and ALNAP), which provide us with tools and processes to maintain high standards throughout the evaluation cycle. Specific QA activities that relate to the evaluation design phase as well as the outputs and deliverables are noted below:

- **Options/ Approach Paper and Inception Report**: Julian Gayfer as our dedicated QA/ Director for the evaluation, will assess the quality of the Draft Options/ Approach Paper and the Inception Report before they are submitted to AfDB for review.
- **Data collection (step 1)**: Julian will provide a sounding board to the team as the document review prior to field visits is conducted to ensure that the identified areas of focus and initial findings are in line with the methodology and approach established in this Inception Report.
- **Data collection (step 2):** The team leader, Dorte will lead on quality assurance for data collection during field visits with Julian available throughout to act as a sounding board and support for any issues arising.
- **Data analysis:** The team will provide mutual QA feedback to each other throughout, and Julian will facilitate an analysis workshop to discuss the evidence base and undertake an analysis triangulation process.
- **Reporting:** Julian will provide detailed feedback to the team on the emerging findings and evaluation reports prior to them being submitted to AfDB.
- **Addressing of feedback:** The provision and addressing of feedback on the various deliverables will be documented in a comment tracker, which will provide a consolidated tool to record comments received from the Bank, the response of the evaluation team, and IDEV's review of the feedback process.

Ethics

The evaluation team will maintain the principle of independence and adhere to international guidelines and standards on evaluations.

IOD PARC adheres to the following for all contexts:

- UNEG Ethical Guidelines for Evaluation, UNEG, March 2008
- UNEG Code of Conduct for Evaluation in the UN System 2007
- DFID Ethics Principles for Research and Evaluation 2011
- ESRC Framework for Research Ethics principles 2012

IOD PARC Ethical Code of Conduct

We ensure that all team members are fully aware of and understand our client's safeguarding protocols and procedures. In addition, IOD PARC's Ethical Code of Conduct is signed up to by all staff and associates.

In our engagement with internal and external stakeholders, our approach and methods will include the following key considerations:

- **Transparency**: Participants in the evaluation will be informed of the purposes of their participation and how the team will use the data that they provide. They will have opportunities to provide follow up information or clarifications after their participation.
- **Voluntary participation**: Participants will be reassured that their participation is on a voluntary basis and they will face no consequences for declining to participate. Having chosen to participate, within the process, participants will be assured that they can

choose to decline to answer specific questions if they prefer as well as to withdraw from the process at any time.

- **Consent**: All participants will be provided with an information sheet about the evaluation process, and their written or verbal consent will be sought regarding their participation.
- **Privacy and confidentiality**: Participants will be reassured of their privacy and the confidentiality of their responses. This is linked to anonymity below, but also practical steps are taken to hold interviews and discussions in spaces where it is not possible for the participants to be overheard.
- **Anonymity:** The names and other identifiable features of participants will be kept strictly confidential and will not be published, and participants will be made aware of this. Unless otherwise agreed. The evaluation will not quote individual informants and no statements will be made in the report that can be attributed to specific individuals.
- **Culture and gender**: In designing interviews and focus group discussions, we will work to ensure that our engagement is self-aware and culturally appropriate; particularly with regards to norms of gender.
- **Transparency and accountability**: Our process and outputs will be shared through a collaborative and open working relationship with AfDB.
- **Evaluation evidence:** The evaluation will ensure that all evidence is tracked, and that all Evaluation Questions are answered using adequate triangulation of qualitative and quantitative data sources. Where insufficient evidence is obtained, the evaluation will refrain from making conclusive statements and clearly flag that data/information is lacking. Recommendations will follow logically from the evidence and the conclusions.
- **Declare conflicts of interest**: Evaluation Team members have been selected for their experience and skills in conducting evaluations in an independent and impartial manner. The absence of conflict of interest has been ascertained for all team members. All judgements of the evaluation will be made on the basis of clear evidence and all Evaluation Team members will be involved in interrogating with interpretations and data collected to minimise the chance of bias. Transparency and independence will be assured through the ongoing process of identifying potential conflicts of interest throughout the evaluation as part of the risk assessment and management process.

The evaluation report will highlight any ethical issues that may have arisen during the evaluation, and document how this was addressed.

Annex 1: Generic evaluation matrices

Pillar 1: Move closer to the client to enhance delivery

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?	Clear design logic linking the reform activity to the aims of the DBDM Reform design shaped by what clients' value, their context and their needs	Applicable to reforms identified with regionalisation and expansion of country offices; rightsizing of field presences; devolved decision-making authority from HQ to field level; Streamlining of functions, responsibilities and oversight; and enhancing the Bank's value-added as a partner at country level	Review design and logic for each reform Review rationale for prioritising / scheduling aspects within the reform process	Corporate business case / justification for reform DBDM proposal (Apr 2016) Subsequent DBDM Board of Directors' Resolutions Updated Decentralisation Implementation Plan	Interviews with Sr Management, regional managers, country directors Interviews with process owners (incl. procurement, project life cycle) Interviews with HR Interviews with small sample of partners/clients in visited host countries Interviews with Board members
	1.2: Was the reform necessary and sufficient to achieve the intended objectives for partners/clients?	Design/scope of reform activity commensurate with intended objectives Realistic assumptions in reform design logic		Review of risk mitigation and management arrangements for critical assumptions		
2. Implementation efficiency	2.1: Were reforms implemented as planned?	Clear implementation plan Reforms implemented in line with plan/significant variations controlled Realistic timeframe and effort for reforms	Applicable to reforms identified with regionalisation and expansion of country offices; rightsizing of field presences; devolved	Analysis of implementation experience (plan vs. actual) Identify any variations in substance, time, effort Identify reasons for any variance from plan	DBDM Implementation Plan Updated Decentralisation Plan Progress reports Annual Reports TMT Updates Corporate management reports	Interviews with Sr Management, regional managers, country directors Interviews with process owners (incl. procurement, project life cycle) Interviews with HR
	2.2: Were intended short-term results (outputs) achieved as expected?	Outputs delivered on time and to the level of quality expected		Review performance reports Identify key changes to Bank's structures,		

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
		Full clarity on roles, responsibilities, functions and oversight mechanisms of HQ, regional and country offices Adequate guidance available/ disseminated on new ways of working Closer engagement with clients/ partners	decision-making authority from HQ to field level; Streamlining of functions, responsibilities and oversight; and enhancing the Bank's value-added as a partner at country level	partner/client engagement and perceptions Identify key changes to internal division of responsibility and authority Comparative analysis of planned vs. actual output delivery	Bank policies and manuals Guidance/ "how to" notes Delegation Authority Matrix 2015 and subsequent revisions	Interviews with partners/clients Interviews with Board members Interviews with staff in regional hubs and country offices (project life cycle, procurement, risk) Interviews with small sample of partners/clients in visited host countries
3. Effectiveness	3.1: Has the reform achieved its immediate objective, i.e.: building regional capabilities and bringing responsibility for client activities closer to the regions? 3.2: Were there unintended consequences?	Internal Bank measures of greater staff engagement in country processes Qualitative improvements in Bank processes Quantitative measures of changes in practice (e.g. fewer field visits) Partner and client feedback indicates improved satisfaction Risks of unintended consequences identified and managed	Applicable to subset of (capability and responsibility-related) reforms	Actual / estimated changes to Bank's operations (before/after process comparative analysis) Qualitative analysis of key process outputs (e.g. country programme strategies) Analysis of the Bank's rightsizing efforts Analysis of staffing Analysis of client feedback (primary and secondary data)	Corporate performance data / analysis Bank-sourced client satisfaction data Delegated Authority Matrix 2015 and subsequent revisions TMT Updates Minutes of meetings	Interviews with Sr. Management, regional managers, staff in regional hubs Interviews with HR Interviews with small sample of partners/clients Survey of Deputy Governors

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
4. Coherence	4.1: Were the implications of reforms in pillar 1 on other aspects of the DBDM articulated and deliberately managed? 4.2: Were the implications of reforms in pillar 1 for other organizational units clear and deliberately managed? 4.3: Was a platform for discussion and review of the reforms developed and used?	Evidence that the linkages between the different reforms have been considered at the design stage Reference in the TMT updates to implications of change in one pillar affecting results/performance in another Evidence that risks are clearly identified and managed Evidence of a corporate dialogue on the DBDM and the implications of the reforms	Applicable to reforms in all pillars	Review of initial design documents and corporate and Board discussions, formal and informal Review of documents on risk management, including audits Review and analysis of TMT updates Review and analysis of programme of work and budget	Initial design and conceptualization documents TMT updates Risk management documents Audits Work programme and budget	Interviews with TMT members, Sr Management, regional managers, country directors Interviews with process owners Interviews with Board members

Pillar 2: Reconfigure HQ to support the regions to deliver better outcomes

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?	Clear design logic linking the reform activity to the aims of the DBDM Reform design shaped by what clients' value, their context and their needs	Applicable to reforms identified with restructuring and associated reconfigurations; internal streamlining and rationalisation, including Pilot – Co-Pilot mechanism; and developing specialist knowledge, sectoral expertise and new products.	Review design and logic for each reform Review rationale for prioritising / scheduling aspects within the reform process	Corporate business case / justification for reform DBDM proposal (Apr 2016) Subsequent DBDM Board of Directors' Resolutions Updated Decentralisation Action Plan	Interviews with Senior Management, regional managers and country directors Interviews with process owners (procurement, project life cycle) Interviews with HR Interviews with Board members
	1.2: Was the reform necessary and sufficient to achieve the intended objectives for partners/clients?	Design/scope of reform activity commensurate with intended objectives Realistic assumptions in reform design logic		Review of risk mitigation and management arrangements for critical assumptions		
2. Implementation efficiency	2.1: Were reforms implemented as planned?	Streamlining of organisational units in HQ Streamlining of staffing in HQ (nos., grades, staffing ratios) Delivery of decentralisation costs and expected benefits	Applicable to reforms identified with restructuring and associated reconfigurations; internal streamlining and rationalisation, including Pilot – Co-Pilot mechanism; and developing specialist knowledge, sectoral expertise and new products	Analysis of implementation experience (plan vs. actual) Identify any variations in substance, time, effort Identify reasons for any variance from plan	DBDM Implementation Plan Updated Decentralisation Plan Progress reports Annual Reports Corporate management reports Bank policies and manuals Guidance/ "how to" notes Revised Delegated Authority Matrix Corporate organisational records	Interviews with Senior Management, regional managers and country directors Interviews with process owners (procurement, project life cycle) Interviews with HR Interviews with Board members
	2.2: Were intended short-term results (outputs) achieved as expected?	Outputs delivered on time and to the level of quality expected Full clarity on roles, responsibilities, functions and oversight mechanisms of HQ, regional and country offices		Review performance reports Identify key changes to Bank's organisational structure Identify key changes in responsibilities and authority		

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
		Adequate guidance available/ disseminated on new processes Improved access to and support for field staff		Comparative analysis of planned vs. actual output delivery		
3. Effectiveness	3.1: Has the reform achieved its immediate objective(s)? 3.2: Were there unintended consequence?	Geographic and sectoral staff perception that right expertise accessed at right time. Bank performance data demonstrate high-level of cross-Bank working. HQ streamlining reflected quantitatively in AfDB establishment Partners/clients acknowledge value of AfDB knowledge products Risks of unintended consequences identified and managed	Applicable to a sub-set of pillar 2 reforms Applicable to the development of sector strategies and specialist knowledge/ expertise	Perception-based assessment in changes to levels of collaboration/ cross-working in the Bank since advent of DBDM. Quantitative analysis of staff performance data (Joint KPIs) Quantitative analysis of AfDB establishment data Partner/ client perceptions analysis of AfDB as knowledge generator/broker	Corporate performance data / analysis HR data Sector knowledge product catalogues Delegated Authority Matrix 2015 and subsequent revisions TMT Updates Minutes of meetings	Interviews and focus group discussions with staff in HQ sector complexes, regional hubs and country offices Interviews with sample of partners/ clients Survey of Deputy Governors
4. Coherence	4.1: Were the implications of reforms in pillar 2 on other aspects of the DBDM articulated and deliberately managed?	Evidence that the linkages between the different reforms have been considered at the design stage Reference in the TMT updates to implications	Applicable to reforms in all pillars	Review of initial design documents and corporate and Board discussions, formal and informal	Initial design and conceptualization documents TMT updates Risk management documents Audits	Interviews with TMT members, Sr Management, regional managers, country directors Interviews with process owners

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
	4.2: Were the implications of reforms in pillar 2 for other organizational units clear and deliberately managed? 4.3: Was a platform for discussion and review of the reforms developed and used?	of change in one pillar affecting results/performance in another Evidence that risks are clearly identified and managed Evidence of a corporate dialogue on the DBDM and the implications of the reforms		Review of documents on risk management, including audits Review and analysis of TMT updates Review and analysis of programme of work and budget	Work programme and budget	Interviews with Board members

Pillar 3. Strengthen performance culture to attract and retain talent

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?	Clear design logic linking the reform activity to the aims of the DBDM Reform design shaped by what client's value, their context and their needs	Applicable to process reforms identified for performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards; and values Applicable to enabling reforms to DAM	Review design and logic for each reform Review rationale for prioritising / scheduling aspects within the reform process	Corporate business case / justification for reform DBDM proposal (Apr 2016) HR records/ dashboard Performance Contracts Standard HR tracking metrics/ records – central/ regional/ country records Partner/ client surveys – existing (Banks own; MOPAN; etc)	Interviews with Work Programme Sub-Teams #1; 4; and 5 Interviews with HR and regional managers (performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards) User perceptions – survey/ interviews Staff perception survey
	1.2: Was the reform necessary and sufficient to achieve the intended objectives for partners/clients?	Design/scope of reform activity commensurate with intended objectives Realistic assumptions in reform design logic		Review of risk mitigation and management arrangements for critical assumptions		
2. Implementation efficiency	2.1: Were reforms implemented as planned?	Clear implementation plan Reforms implemented in line with plan/significant variations controlled Realistic timeframe and effort for reforms	Applicable to process reforms identified for performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards; and values	Analysis of implementation experience (plan vs. actual) Identify any variations in substance, time, effort Identify reasons for any variance from plan	Progress reports Corporate management reports Bank policies and manuals (PM Framework; Staff PM handbook; Operating principles; People Strategy; Talent Management Framework) Guidance/ "how to" notes Revised Delegated Authority Matrix	Interviews with HR and regional managers (performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards) Interviews with staff in regional hubs and country offices (performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards)
	2.2: Were intended short-term results (outputs) achieved as expected?	Outputs delivered on time and to the level of quality expected Reform outputs integrated into key corporate documents / systems Adequate guidance available/ disseminated on new processes		Review performance reports Identify key changes to Bank's policies, structures, processes, systems Comparative analysis of planned vs. actual output delivery		

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
		Enabling systems are in place	Applicable to enabling reforms to DAM			
3. Effectiveness	3.1: Has the reform achieved its immediate objective(s)? 3.2: Were there unintended consequences?	Staff enabled to focus effort on results (through aligned PC KPIs) Increased staff confidence in the new PM system Quantitative improvements in vacancy rates and turnover/ attrition rates	Applicable to a sample of reforms[5] (i) performance appraisal/ management system (Inc. (ii) Performance Contracts); (iii) talent management;	Qualitative analysis of changes in work practices introduced Action in response to poor performance identified by new PM system Comparative analysis of HR recruitment and retention data trends Estimated effect of changes re. time / cost savings and/or quality gains, (where feasible)	TMT update reports Corporate performance data / analysis (Integrated HR Management System) Delegated Authority Matrix 2015 and subsequent revisions	Interviews with HR and regional managers (performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards) Interviews with staff in regional hubs and country offices (performance appraisal/ management system (Inc. Performance Contracts); talent management; recognition and rewards)
4. Coherence	4.1: Were the implications of reforms in pillar 3 on other aspects of the DBDM articulated and deliberately managed? 4.2: Were the implications of reforms in pillar 3 for other organizational units clear and deliberately managed?	Evidence that the linkages between the different reforms have been considered at the design stage Reference in the TMT updates to implications of change in one pillar affecting results/performance in another	Applicable to reforms in all pillars	Review of initial design documents and corporate and Board discussions, formal and informal Review of documents on risk management, including audits Review and analysis of TMT updates	Initial design and conceptualization documents TMT updates Risk management documents Audits Work programme and budget	Interviews with TMT members, Sr Management, regional managers, country directors Interviews with process owners Interviews with Board members

5 Subject to limitations: focus on initial effects given maturity of these reforms

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
	4.3: Was a platform for discussion and review of the reforms developed and used?	Evidence that risks are clearly identified and managed Evidence of a corporate dialogue on the DBDM and the implications of the reforms		Review and analysis of programme of work and budget		

Pillar 4: Streamline business processes to promote efficiency and effectiveness

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?	Clear design logic linking the reform activity to the aims of the DBDM Reform design shaped by what clients' value, their context and their needs	Applicable to process reforms identified for recruitment, project life cycle management and procurement Applicable to enabling reforms to DAM and IT platforms	Review design and logic for each reform Review rationale for prioritising / scheduling aspects within the reform process	Corporate business case / justification for reform DBDM proposal (Apr 2016)	Interviews with HR and regional managers (recruitment) Interviews with process owners (procurement, project life cycle)
	1.2: Was the reform necessary and sufficient to achieve the intended objectives for partners/clients?	Design/scope of reform activity commensurate with intended objectives Realistic assumptions in reform design logic		Review of risk mitigation and management arrangements for critical assumptions		
2. Implementation efficiency	2.1: Were reforms implemented as planned?	Clear implementation plan Reforms implemented in line with plan/significant variations controlled Realistic timeframe and effort for reforms	Applicable to process reforms identified for recruitment, project life cycle management and procurement Applicable to enabling reforms to DAM and IT platforms	Analysis of implementation experience (plan vs. actual) Identify any variations in substance, time, effort Identify reasons for any variance from plan	Progress reports Corporate management reports Bank policies and manuals Guidance/ "how to" notes Revised Delegated Authority Matrix IT systems reports	Interviews with HR and regional managers (recruitment) Interviews with process owners (procurement, project life cycle) Interviews with staff in regional hubs and country offices (project life cycle, procurement) Interviews with IT staff in HQ (enabling)
	2.2: Were intended short-term results (outputs) achieved as expected?	Outputs delivered on time and to the level of quality expected Reform outputs integrated into key corporate documents / systems Adequate guidance available/ disseminated on new processes Enabling systems are in place		Review performance reports Identify key changes to Bank's policies, structures, processes, systems Comparative analysis of planned vs. actual output delivery		
3. Effectiveness	3.1: Has the reform achieved its immediate objective(s)?	Quantitative estimate of changes in time/effort/quality of key business processes	Applicable to small sample of reforms	Actual / estimated changes to Bank's operations (before/after process comparative analysis)	Business process reengineering reports	Interviews with HR and regional managers (recruitment)

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
	3.2: Were there unintended consequences?	Improvements in implementation speed for key processes Client feedback indicates improved satisfaction Non-Bank factors conditioning effectiveness understood and addressed Risks of unintended consequences identified and managed	*Ex ante* rather than *ex post* analysis expected	Estimated effect of changes re. time / cost savings and/or quality gains, (where feasible) Analysis of client feedback - if premature: qualitative assessment of likely contribution of reforms to addressing clients' main challenges	Corporate performance data/ analysis Client satisfaction data Delegated Authority Matrix 2015 and subsequent revisions	Interviews with process owners (procurement, project life cycle) Interviews with staff in regional hubs and country offices (project life cycle, procurement) Interviews with small sample of partners/clients in visit host countries
4. Coherence	4.1: Were the implications of reforms in pillar 4 on other aspects of the DBDM articulated and deliberately managed? 4.2: Were the implications of reforms in pillar 4 for other organizational units clear and deliberately managed? 4.3: Was a platform for discussion and review of the reforms developed and used?	Evidence that the linkages between the different reforms have been considered at the design stage Reference in the TMT updates to implications of change in one pillar affecting results/performance in another Evidence that risks are clearly identified and managed Evidence of a corporate dialogue on the DBDM and the implications of the reforms	Applicable to reforms in all pillars	Review of initial design documents and corporate and Board discussions, formal and informal Review of documents on risk management, including audits Review and analysis of TMT updates Review and analysis of programme of work and budget	Initial design and conceptualization documents TMT updates Risk management documents Audits Work programme and budget	Interviews with TMT members, Sr Management, regional managers, country directors Interviews with process owners Interviews with Board members

Pillar 5: Improve financial performance and increase development impact

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
1. Relevance	1.1: Was the reform designed with a clear line of sight to the DBDM aims?	Clear design logic linking the reform activity to the aims of the DBDM Reform design shaped by what clients' value, their context and their needs	Applicable to process reforms identified for improving financial performance- disbursement, pricing, deal pipeline recruitment, project life cycle management and procurement	Review design and logic for each reform Review rationale for prioritising/ scheduling aspects within the reform process	Corporate business case/ justification for reform DBDM proposal (Apr 2016)	Interviews with finance managers Interviews with loan officers Interviews with staff in regional hubs and country offices- Interviews with small sample of partners/clients
	1.2: Was the reform necessary and sufficient to achieve the intended objectives for partners/clients?	Design/scope of reform activity commensurate with intended objectives Realistic assumptions in reform design logic		Review of risk mitigation and management arrangements for critical assumptions		
2. Implementation efficiency	2.1: Were reforms implemented as planned?	Clear implementation plan Reforms implemented in line with plan/significant variations controlled Realistic timeframe and effort for reforms	Applicable to process reforms identified for improving financial performance disbursement, pricing, deal pipeline recruitment, project life cycle management and procurement	Analysis of implementation experience (plan vs. actual) Identify any variations in substance, time, effort Identify reasons for any variance from plan	Progress reports Corporate management reports Bank policies and manuals Guidance/ "how to" notes TMT update reports	Interviews with finance managers Interviews with loan officers Interviews with staff in regional hubs and country offices- Interviews with small sample of partners/clients
	2.2: Were intended short-term results (outputs) achieved as expected?	Outputs delivered on time and to the level of quality expected Reform outputs integrated into key corporate documents / systems Adequate guidance available/ disseminated on new processes Enabling systems are in place		Review performance reports Identify key changes to Bank's policies, structures, processes, systems Comparative analysis of planned vs. actual output delivery		

Criteria	Evaluation Questions	Evaluation indicators	Evaluation scope	Evaluation analysis	Data sources	
					Secondary data	Primary data
3. Effectiveness	3.1: Has the reform achieved its immediate objective(s)? 3.2: Were there unintended consequences?	Increased rate of disbursement Reduction in poorly performing loans Financial impact of Bank's loan pricing policy Greater share of lending to private sector	Applicable to the sampled four reforms	Actual / estimated changes to Bank's financial operations and performance (before/after process comparative analysis) Estimated effect of changes, greater lending, disbursement, loan pricing	Business process reengineering reports Corporate performance data / analysis Annual reports 2016-2017, and 2018. Financial reports- 2016, 2017 and 2018 Client satisfaction data	Interviews with finance managers Interviews with loan officers Interviews with staff in regional hubs and country offices- Interviews with small sample of partners/clients
4. Coherence	4.1: Were the implications of reforms in pillar 5 on other aspects of the DBDM articulated and deliberately managed? 4.2: Were the implications of reforms in pillar 5 for other organizational units clear and deliberately managed? 4.3: Was a platform for discussion and review of the reforms developed and used?	Evidence that the linkages between the different reforms have been considered at the design stage Reference in the TMT updates to implications of change in one pillar affecting results/performance in another Evidence that risks are clearly identified and managed Evidence of a corporate dialogue on the DBDM and the implications of the reforms	Applicable to reforms in all pillars	Review of initial design documents and corporate and Board discussions, formal and informal Review of documents on risk management, including audits Review and analysis of TMT updates Review and analysis of programme of work and budget	Initial design and conceptualization documents TMT updates Risk management documents Audits Work programme and budget	Interviews with TMT members, Sr Management, regional managers, country directors Interviews with process owners Interviews with Board members

Annex 2: Rapid Evaluability Assessment

A rapid evaluability assessment was conducted in November 2016, involving interviews with Bank HQ staff and document review. The assessment's criteria and findings are summarised below.

Evaluability in principle: The broad logic to the DBDM is that by strengthening its institutional and operational capacity through a comprehensive set of mutually reinforcing reforms, the Bank would improve its development effectiveness, in turn leading to transformative, positive outcomes for the African continent. Determining the relationship between organisational reforms in the Bank and development outcomes on the continent is extremely challenging, requiring a significant research endeavour over a timeframe way beyond that available for the evaluation. And even then, results might not be conclusive.

However, testing more intermediate effects of reforms, on the Bank's efficiency and effectiveness is in principle more tractable. Based on the preliminary evaluability assessment, and pending further analysis of available documents, the evaluation team's initial assessment is that documents to support evaluation of key elements are available and the underlying logic of the reforms can be articulated. It is noted, however, that any assessment of the change management process and its implications for the effectiveness of the reforms, requires the use of a range of robust evaluation tools, including access to key informants at country level. It is assumed that such access will be possible during the evaluation.

Evaluability in practice: A significant challenge for the evaluation is the varying degree of "maturity" of the reform processes in each pillar. DBDM reforms have been or are still being implemented at a different pace; as a result, there is a varying degree of evidence available for each pillar. Moreover, because the evaluation is being conducted at a time where some DBDM reforms are still ongoing, insufficient time has passed to be able to derive authoritative lessons on what has worked and what has not in the short time span of some of the reforms.

The immediate implication of this is that the depth of evaluation possible across each pillar will necessarily vary. There is verifiable evidence, including data on preliminary effects, for pillars 1, 2 and 5 in particular, but less so for pillars 3 and 4. Thus, more information on results frameworks for each pillar and expected quantitative results will be necessary.

The compressed timeline for the evaluation itself also presents a practical challenge. Whereas measures of process quality, output and some immediate outcome are evaluable in the timeframe, the methods needed to evaluate robustly further along the DBDM results chain, to include intermediate and longer-term outcomes/impact requires more time. As such, the assessment will focus on the former measures.

Usefulness of an evaluation: The evaluation is intended for both accountability and learning purposes. Notwithstanding the practical and in principle limitations discussed above, the evaluation can provide evidence of the extent to which reforms have been implemented as initially conceived/ planned; the extent to which they have subsequently been adjusted and why; and explanations for observed performance. To the extent possible, the evaluation will also provide evidence on the achievement of short-term results within the period covered. The evaluation can also generate insights on the challenges encountered and lessons for further improvement. Furthermore, the timeline means that findings will be available to inform key Board and Bank meetings scheduled for April and June 2019.

Nevertheless, it is stressed that the effects that DBDM reforms have had or may have in the future can only be captured to a limited extent, and mainly for pillars 1, 2 and 5 where the reforms have advanced the most. The evaluability challenges outlined here have shaped the evaluation scope and approach. In addition, identified risks and limitations will need further examination and possibly mitigating measures.

Annex 3: TMT updates and Board resolutions

Date	Document title	TMT document	Resolution
03/05/2016	Proposal to Redesign the Bank's Business Development and Delivery Model: New Organizational Structure	ADB/BD/WP/2016/18/Rev.1/ Final	Resolution B/BD/2016/02
29/09/2016	Development and Business Delivery Model (DBDM): Implementation Update and Presentation of Sub-Structure* Addendum – Revised (1st Update)	ADB/BD/WP/2016/ 152/Add.1/Rev.1	Resolution B/BD/2016/13
05/10/2016	Amendments to the Approved Development and Business Delivery Model (DBDM) and Presentation of Substructure	ADB/BD/WP/2016/…	
30/01/2017	DBDM Implementation Update (2nd Update)	ADB/BD/IF/2017/18	
04/10/2017	Third TMT Update on The Implementation of The Bank's Development And Business Delivery Model (DBDM) - Final Version – Amended Final Resolution	ADB/BD/WP/2017/133/Rev.1/ Add.1/Final/Amended	Resolution B/BD/2017/17
14/05/2018	Fourth TMT Update on The Implementation of The Bank's Development And Business Delivery Model (DBDM)	ADB/BD/WP/2018/82	
26/11/2018	Draft Fifth TMT Update to The Boards on The Implementation Of The Bank's Development And Business Delivery Model (DBDM)	ADB/BD/WP/2018/193	

Annex 4: Glossary

This glossary includes terms typically used in the area of evaluation and provides the basis for facilitating a common understanding of evaluation. It references terms from glossaries of OECD-DAC and Evaluation Cooperation Group (ECG) as well as the DBDM Terms of Reference.

Accountability
Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-à-vis mandated roles and/ or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms.
Note: Accountability in development may refer to the obligations of partners to act according to clearly defined responsibilities, roles and performance expectations, often with respect to the prudent use of resources. For evaluators, it connotes the responsibility to provide accurate, fair and credible monitoring reports and performance assessments. For public sector managers and policy-makers, accountability is to taxpayers/ citizens.

Analytical tools
Methods used to process and interpret information during an evaluation.

Appraisal
An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding.
Note: In development agencies, banks, etc., the purpose of appraisal is to enable decision-makers to decide whether the activity represents an appropriate use of corporate resources.

Assumptions
Hypotheses about factors or risks which could affect the progress or success of a development intervention.
Note: Assumptions can also be under- stood as hypothesized conditions that bear on the validity of the evaluation itself, e.g., about the characteristics of the population when designing a sampling procedure for a survey. Assumptions are made explicit in theory-based evaluations where evaluation tracks systematically the anticipated results chain.

Attribution
The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.
Note: Attribution refers to that which is to be credited for the observed changes or results achieved. It represents the extent to which observed development effects can be attributed to a specific intervention or to the performance of one or more partner taking account of other interventions, (anticipated or unanticipated) confounding factors, or external shocks.

Baseline study
An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

Coherence
Examined at the cross-pillar/ reform level, to test whether key dependencies between reforms are understood and risks managed across units.

Conclusions
Conclusions point out the factors of success and failure of the evaluated intervention, with special attention paid to the intended and unintended results and impacts, and more generally to any other strength or weakness. A conclusion draws on data collection and analyses undertaken, through a transparent chain of arguments.

Data Collection Tools
Methodologies used to identify information sources and collect information during an evaluation.
Note: Examples are informal and formal surveys, direct and participatory observation, community interviews, focus groups, expert opinion, case studies, literature search.

Development Intervention
An instrument for partner (donor and non-donor) support aimed to promote development.
Note: Examples are policy advice, projects, programs.

Development objective
Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.

Effect
Intended or unintended change due directly or indirectly to an intervention.

Effectiveness
The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.
Note: Also used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.

Efficiency
A measure of how economically resources/ inputs (funds, expertise, time, etc.) are converted to results.

Evaluability
Extent to which an activity or a pro- gram can be evaluated in a reliable and credible fashion.
Note: Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.

Evaluation
The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.
Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.
Note: Evaluation in some instances involves the definition of appropriate standards, the examination of performance against those standards, an assessment of actual and expected results and the identification of relevant lessons.

External evaluation
The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.

Feedback
The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.

Finding
A finding uses evidence from one or more evaluations to allow for a factual statement.

Formative evaluation
Evaluation intended to improve performance, most often conducted during the implementation phase of projects or programs.
Note: Formative evaluations may also be conducted for other reasons such as compliance, legal requirements or as part of a larger evaluation initiative.

Impacts
Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Independent evaluation
An evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention.
Note: The credibility of an evaluation depends in part on how independently it has been carried out. Independence implies freedom from political influence and organizational pressure. It is characterized by full access to information and by full autonomy in carrying out investigations and reporting findings.

Indicator
Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Institutional Development Impact
The extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources, for example through: (a) better definition, stability, transparency, enforceability and predict- ability of institutional arrangements and/or (b) better alignment of the mission and capacity of an organization with its man- date, which derives from these institutional arrangements. Such impacts can include intended and unintended effects of an action.

Lessons learned
Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

Monitoring
A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.

Outcome
The likely or achieved short-term and medium-term effects of an intervention’s outputs.

Outputs
The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

Partners
The individuals and/ or organizations that collaborate to achieve mutually agreed upon objectives.
Note: The concept of partnership con- notes shared goals, common responsibility for outcomes, distinct accountabilities and reciprocal obligations. Partners may include governments, civil society, non-governmental organizations, universities, professional and business associations, multi- lateral organizations, private companies, etc.

Performance
The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans.

Performance indicator
A variable that allows the verification of changes in the development intervention or shows results relative to what was planned.

Performance measurement
A system for assessing performance of development interventions against stated goals.

Performance monitoring
A continuous process of collecting and analysing data to compare how well a project, program, or policy is being implemented against expected results.

Purpose
The publicly stated objectives of the development program or project.

Quality Assurance
Quality assurance encompasses any activity that is concerned with assessing and improving the merit or the worth of a development intervention or its compliance with given standards.
Note: examples of quality assurance activities include appraisal, RBM, reviews during implementation, evaluations, etc. Quality assurance may also refer to the assessment of the quality of a portfolio and its development effectiveness.

Recommendations
Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; at redesigning the objectives; and/or at the reallocation of resources. Recommendations should be linked to conclusions.

Relevance
The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Reliability
Consistency or dependability of data and evaluation judgements, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data.
Note: evaluation information is reliable when repeated observations using similar instruments under similar conditions produce similar results.

Results
The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

Results framework
The program logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions.

Results-Based Management (RBM)
A management strategy focusing on performance and achievement of outputs, outcomes and impacts.

Review
An assessment of the performance of an intervention, periodically or on an ad hoc basis.
Note: Frequently “evaluation” is used for a more comprehensive and/or more in-depth assessment than “review”. Reviews tend to emphasize operational aspects. Sometimes the terms “review” and “evaluation” are used as synonyms.

Risk analysis
An analysis or an assessment of factors (called assumptions in the logframe) affect or are likely to affect the successful achievement of an intervention’s objectives. A detailed examination of the potential unwanted and negative consequences to human life, health, property, or the environment posed by development interventions; a systematic process to provide information regarding such undesirable consequences; the process of quantification of the probabilities and expected impacts for identified risks.

Stakeholders
Agencies, organisations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.

Summative evaluation
A study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. Summative evaluation is intended to provide information about the worth of the program.

Sustainability
The continuation of benefits from a development intervention after major development assistance has been completed.
The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Target group
The specific individuals or organizations for whose benefit the development intervention is undertaken.

Terms of reference
Written document presenting the purpose and scope of the evaluation, the methods to be used, the standard against which performance is to be assessed or analyses are to be conducted, the resources and time allocated, and reporting requirements. Two other expressions sometimes used with the same meaning are “scope of work” and “evaluation mandate”.

Triangulation
The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment.
Note: by combining multiple data- sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single- methods, single observer or single theory studies.

Validity
The extent to which the data collection strategies and instruments measure what they purport to measure.