AFRICAN DEVELOPMENT BANK GROUP

Independent Development Evaluation

IDEV
2016-2018 WORK PROGRAM
2017 UPDATE

December 2016

Independent Development Evaluation
Acknowledgments

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Executive Summary

The purpose of this note is to provide an update on IDEV’s 2016-2018 work program. It reports on the status of delivery for 2016 and proposes changes to the work program for 2017. It also incorporates suggestions received during the ADF meetings held from November 28-29, 2016.

Progress in 2016:

IDEV is set to exceed its target and complete 14 high level evaluations in 2016, two more than the initial plan. In addition, a number of knowledge events and evaluation capacity development initiatives were undertaken.

In delivering its evaluation products in 2016, IDEV also responded nimbly to external requests. This includes the evaluation of the Regional Integration Strategy for Eastern Africa (RISE East) that was fast-tracked and a synthesis of evaluations in the area of Private Sector Development carried out jointly with the Norwegian Agency for Development Co-operation (NORAD). Two evaluations were also added to the 2016 work program, the evaluation of the Regional Integration Strategy for Central Africa (RISE Center), and the evaluation of the Congo Basin Forest Fund (CBFF). One evaluation (Nigeria CSPE) due for delivery in 2016 was delayed; nevertheless, it will be delivered before the next CSP pillars discussion in 2017.

Looking Ahead to 2017:

In addition to the evaluation products delivered in 2016, IDEV launched another 10 high-level evaluation products, which are on track to be delivered in 2017. IDEV also launched activities to help strengthen the self-evaluation system including a planned assessment of the self-evaluation system and delivery of the PCR/XSR validation synthesis.

Proposed Changes:

Based on the changing external circumstances, including, inter-alia, the introduction of the High 5’s, the new Development and Business Delivery Model (DBDM), initial scoping and additional requests from Management, IDEV proposes the following changes (figure 1). These minor changes not only strengthen the alignment to the High-5’s but are a continuation and confirmation of the 2016-2018 Work Program.
Introduction

The purpose of this note is to provide an update on IDEV’s 2016-2018 work program. In line with previous practice, this note reports on the status of delivery for 2016 and proposes changes to the IDEV work program for 2017 based on the changing external environment. It also incorporates suggestions received during the Third ADF-14 replenishment meeting held in Luxembourg in November 28-29, 2016.

The changes proposed to the 2017 work program aim to better align IDEV’s work program with the High 5s1, and to the five pillars of the new Development and Business Delivery Model (DBDM). As the Bank is transforming, IDEV’s role as provider of knowledge and lessons for learning gains greater importance, and will be further strengthened by closer alignment with the Bank priorities.

Highlights of the 2016-2018 Work Program.

The 2016-2018 rolling work program was initially presented to CODE as three scenarios: low, base and high case. Each case presented corresponding levels of outputs, and resource requirements. In December 2015, the Board approved a work program corresponding to the base-case scenario (see Figure 2).

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1 On September 1, 2015, President Adesina, building on the Bank Group’s existing 2013-2022 Strategy, presented a new strategic focus, known as the “High-5s”, outlining five development priorities for the institution as: Light up and Power Africa; Feed Africa; Industrialize Africa; Integrate Africa; and Improve the Quality of Life for the People of Africa.
Progress on the work program in 2016.

IDEV is on its way to exceed its delivery target for 2016.

IDEV is set to complete 14 high level evaluations in 2016 (see Figure 3), two more than the initial plan. In addition, a number of knowledge events and evaluation capacity development initiatives were undertaken.

Delivery

Evaluations: As of end November 2016, IDEV has delivered\(^2\) nine evaluations: the Comprehensive Evaluation of the Bank’s Development Results (CEDR) synthesis, five Country Strategy and Program evaluations, one Regional Integration strategy evaluation, and two impact evaluations, representing a total of about UA 12.4 billion in net loans\(^3\). While this represents a coverage of more than 25% of Bank’s lending, it is expected to reach about 50% by the end of 2016\(^4\) when the remaining evaluations are delivered. The CEDR synthesis was presented to CODE and subsequently to ADF Deputies in November 2016.

Knowledge Management: IDEV organized: (i) three of the four planned Evaluation Community of Practice (ECoP) sessions; (ii) an event at the Bank’s Annual Meetings on the transition to green growth in May 2016; (iii) three training programs on evaluation: Presenting Data from Evaluations Effectively; Designing, Managing and Undertaking Impact Evaluations; and the Integral Economic Approach to Impact Evaluation; and (iv) an event on the Private Sector Synthesis Report. In addition, IDEV successfully hosted the Development Evaluation Week from November 7-10 in Abidjan.

Partnerships and Evaluation Capacity Development: IDEV continued to support the APNODE\(^5\) Executive Committee in building its capacity, expanding the network and coordinating with other development partners. The second Annual General Meeting of the network was held on 15-16 August in Harare and an Executive Committee meeting in November 2016 on the margins of the Development Evaluation Week. IDEV continued to support EPRADI\(^6\) in organizing a face to face meeting on November 11, 2016 in Abidjan. The fruitful meeting led to the designation of the organisation lead, a presentation of the Evaluation Cooperation Group and an agreement on the activities and budget for the coming year. Strong collaboration with CLEAR\(^7\) is ongoing, particularly in the area of capacity building and strategic planning.

\(^2\) Delivery denotes either submission of an evaluation to Management for the preparation of a Management Response, or submission to the Board Secretariat for distribution to the Board, in the case of evaluation products distributed for information only.

\(^3\) This amount does not include the CEDR synthesis.

\(^4\) This is a rough estimate based on the total consolidated portfolio evaluated compared to the total lending of the Bank in the period 2006-2015, assuming evaluations look back 10 years generally. The total portfolio evaluated may include duplicates, and the exact period evaluated is not 2006-2015 for all evaluations.


\(^6\) Evaluation Platform for Regional African Development Institutions.

\(^7\) Center for Learning, Evaluation and Results.
**Evaluation Capacity Development:** The strengthening of evaluation systems in RMCs (Ethiopia and Tanzania) supported by the Government of Finland is also ongoing. A local consultant is currently undertaking diagnostic studies of the M&E systems at the regional government level.

**Staying Nimble**

In delivering its evaluation products in 2016, IDEV also responded nimbly to external requests. The evaluation of the Regional Integration Strategy for Eastern Africa (RISE East) was fast-tracked to respond to the request of the East Africa Resource Centre to inform the preparation of the new strategy. The evaluation was launched in 2016 and completed in 7 months. In addition to the RISE East, a synthesis of evaluations in the area of Private Sector Development was also conducted in 2016. This was carried out jointly with the Norwegian Agency for Development Co-operation (NORAD).

**Delays**

One evaluation (Nigeria CSPE) due for delivery in 2016 will be carried over to 2017. IDEV now plans to expand its scope from 2004-2015 to 2004-2016. Nevertheless, it will be delivered before the discussion of the pillars proposed for the next strategy in 2017.
Figure 3 - Evaluations and Knowledge Products delivered in 2016

- **ECoP 1**: How well has the World Bank focused its support on poverty reduction over the past decade?
- **ECoP 2**: Is the AfDB delivering on its commitments?
- **ECoP 3**: Joint IDeV/IEG Learning Event on Engagement in Resource-Rich Countries

**March**
- **MAR**: Rural Water Supply and Sanitation in Ethiopia
- **ECoP 2**: Joint IDeV/IEG Learning Event on Engagement in Resource-Rich Countries
- **eVALUation Matters**: Is the AfDB delivering on its commitments?

**May**
- **MAY**: Morocco Country Strategy (2004-2014)
- **APNODE**: Executive Committee Meeting
- **Bank’s Annual Meeting**: Seminar on the transition to green growth

**June**
- **JUNE**: Rural Water Supply and Sanitation in Tanzania
- **MAY**: Morocco Country Strategy (2004-2014)
- **APNODE**: Annual General Meeting
- **June**: Evaluation of Private Sector Development Assistance

**July**
- **JULY**: Tunisia Country Strategy (2004-2014)
- **Rural Water Supply and Sanitation in Tanzania
- **APNODE**: Annual General Meeting
- **ECO 3**: Bank-wide event on Impact Evaluation held in collaboration with EDRE and OSHD

**August**
- **AUG**: Tunisia Country Strategy (2004-2014)
- **Comprehensive Evaluation of the Bank’s Development Results (2004-2013)**
- **RISE East**
- **eVALUation Matters**: Value for Money in Development Work

**September**
- **SEP**: Comprehensive Evaluation of the Bank’s Development Results (2004-2013)
- **RISE East**
- **Evaluation Week**: Knowledge Sharing Event
- **Presentation of the Private Sector Synthesis Report in Oslo**

**October**
- **OCT**: Comprehensive Evaluation of the Bank’s Development Results (2004-2013)
- **RISE East**
- **EPRADI**: Face to face Meeting
- **APNODE**: Executing Committee Meeting
- **Evaluation Week**: Driving Africa’s Transformation, Good practices and strategies for development practitioners

**November**
- **NOV**: Evaluation synthesis on Private Sector Development Energy Sector
- **Mozambique CEDR Case Study (2004-2013)**
- **eVALUation Matters**: Evaluation Week Special
IDEV further aligned its 2016 Work Program to the High 5’s.

In addition to the evaluation products delivered in 2016, IDEV launched another 10 high-level evaluation products, which are on track to be delivered in 2017. These evaluations are well aligned with, and provide a good coverage of, the High 5s (see Table 1).

IDEV also launched activities to assess components of the self-evaluation system. Delivery of the synthesis of the validation of Project Completion Reports (PCRs) and Extended Supervision Reports (XSRs) is ongoing. The review includes the 57 PCRs which were completed in 2013. In addition, IDEV is conducting the reviews of the 112 PCRs received during the 2014-15 period.

Table 1 - Status of Implementation of 2016 Commitments as Outlined in the 2016-2018 Work Program

<table>
<thead>
<tr>
<th>Title</th>
<th>Type</th>
<th>Status</th>
<th>Alignment to High 5s / 5 Pillars</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCR/XSR validation synthesis</td>
<td></td>
<td>Ongoing</td>
<td>Streamline business process to promote efficiency and effectiveness.</td>
</tr>
<tr>
<td>PCR validation</td>
<td>Synthesis</td>
<td>Ongoing</td>
<td>Streamline business process to promote efficiency and effectiveness.</td>
</tr>
<tr>
<td>XSR validation</td>
<td>Synthesis</td>
<td>Ongoing</td>
<td>Streamline business process to promote efficiency and effectiveness.</td>
</tr>
<tr>
<td>Project cluster</td>
<td></td>
<td>Ongoing</td>
<td>Feed Africa.</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Cluster</td>
<td>Ongoing</td>
<td>Feed Africa.</td>
</tr>
<tr>
<td>Regional Integration</td>
<td>Cluster</td>
<td>Ongoing</td>
<td>Integrate Africa.</td>
</tr>
<tr>
<td>Impact Evaluation</td>
<td>Impact evaluation</td>
<td>Proposed to cancel</td>
<td>Improve the quality of life of the people of Africa.</td>
</tr>
<tr>
<td>Skills</td>
<td>Impact evaluation</td>
<td>Proposed to cancel</td>
<td>Improve the quality of life of the people of Africa.</td>
</tr>
<tr>
<td>Country/regional evaluation</td>
<td></td>
<td>Ongoing</td>
<td>Integrate Africa.</td>
</tr>
<tr>
<td>RISE East</td>
<td>Country/Regional</td>
<td>Completed</td>
<td>Integrate Africa.</td>
</tr>
<tr>
<td>Côte d’Ivoire</td>
<td>Country/Regional</td>
<td>Ongoing</td>
<td>Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.</td>
</tr>
<tr>
<td>Malawi</td>
<td>Country/Regional</td>
<td>Ongoing</td>
<td>Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.</td>
</tr>
<tr>
<td>Namibia (Mid-Term Evaluation)</td>
<td>Country/Regional</td>
<td>Ongoing</td>
<td>Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.</td>
</tr>
<tr>
<td>Nigeria (carried over)</td>
<td>Country/Regional</td>
<td>Ongoing</td>
<td>Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.</td>
</tr>
<tr>
<td>RISE Centre (Additional)</td>
<td>Country/Regional</td>
<td>Ongoing</td>
<td>Integrate Africa.</td>
</tr>
<tr>
<td>CSP completion report validation</td>
<td>Pilot – CSP Completion Report validation.</td>
<td>*</td>
<td>The implementation of this new product was contingent on the availability of funding in 2016.</td>
</tr>
<tr>
<td>Sector/Thematic evaluation</td>
<td></td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Agricultural Value Chain Development</td>
<td>Sector/Thematic</td>
<td>Ongoing</td>
<td>Feed Africa.</td>
</tr>
<tr>
<td>PPP</td>
<td>Sector/Thematic</td>
<td>Ongoing</td>
<td>Industrialise Africa.</td>
</tr>
<tr>
<td>CBFF (Additional)</td>
<td>Sector/Thematic</td>
<td>Ongoing</td>
<td>Improve the quality of life of the people of Africa.</td>
</tr>
</tbody>
</table>

**Corporate evaluation**

| Quality at Entry of Public Sector Operations | Corporate Evaluation | Postponed to 2017 | Streamline business process to promote efficiency and effectiveness. |

**Evaluation synthesis**

| Private sector development | Synthesis | Completed | Industrialise Africa |
| Decentralization | Synthesis | Postponed to 2018 | Move closer to our clients to enhance delivery. |

*Legend* + Added | ✷ Brought Forward | ▼ Postponed | ★ Proposed to cancel

In addition to the evaluations planned as part of its 2016 work program, IDEV is conducting the independent evaluation of the Congo Basin Forest Fund which will inform the Bank’s future direction for this initiative. IDEV was also requested by management to undertake the evaluation of the RISP for Central Africa to inform the new strategy. An additional synthesis of evaluation on Private sector development was carried out jointly with the Norwegian Agency for Development Co-operation (NORAD). Finally, a benchmarking study on the Board Efficiency and Effectiveness was brought forward from the 2017 work program. As a consequence of these additions, some other elements on the 2016 work program are postponed or proposed to be cancelled.

**Propose to be cancelled:**

Impact evaluation: after an initial review, it is clear that most of the Bank support in skills was through budget support. Thus, there are limitations to conducting an impact evaluation due to insufficient evaluability of projects in the skills area. Based on this finding, IDEV proposes to cancel the skills impact evaluation planned for launch in 2016.

Baobab Forum: A flagship event, the second edition of the Forum, due to be organized in 2016 did not take place. The Baobab Forum is a Bank-wide event that requires full partnership with Bank management. Unfortunately, the current transformation environment limits management support and interest.
**Propose to postpone:**

Quality at Entry of Public Sector Operations: IDEV suggests the postponement of this evaluation to launch in 2017. This is partly because of potential overlaps with the evaluation of the self-evaluation system.

Decentralization: The Bank is proceeding with decentralization as part of the DBDM implementation. It is thus useful to consider this evaluation at a later stage and IDEV suggests to launch this evaluation in 2018.

**IDEV’s Work Program Update for 2017**

**Overview of proposed changes**

IDEV’s 2017 Work Program will be a continuation and a confirmation of the 2016-2018 Work Program with minor changes proposed in order to strengthen alignment with High 5s (see Table 2 below).

### Table 2 - 2017-2018 current Work Program Alignment with the "High 5s"

<table>
<thead>
<tr>
<th>High 5s</th>
<th>Light up and power Africa</th>
<th>Feed Africa</th>
<th>Industrialise Africa</th>
<th>Integrate Africa</th>
<th>Improve the quality of life of the people of Africa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capital Strategy Africa ⭐</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Irrigation (Impact Evaluation) ➔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policy Based Operations (PBO) ⦿</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Lines of Credit ⭐</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank’s partnership: Co-financing, syndication and coordination ➔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transport (Impact Evaluation) ➔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Role in increased Access to Finance in Africa. ➔</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend ➔ No Change | ⦿ Brought Forward| ⭐ Propose to cancel**

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8 The table includes only sector/thematic and impact evaluations. It does not include projects, clusters, corporate, country/regional and synthesis evaluation products.
IDEV proposes the following changes for the 2017 work program:

**Add:**

Following discussion of the CEDR at the third replenishment meeting of ADF-14, a request was made by ADF Deputies to present an evaluation of the quality of supervision at the mid-term review meeting of ADF-14. Given the quality of supervision is a critical issue for the effectiveness of Bank’s operations, it is proposed to schedule this additional evaluation in 2017. Together with the evaluation of the Quality at Entry of public sector operations and the synthesis of PCR/XSR validations, it will also inform the broader evaluation of the self-evaluation systems and processes of the Bank.

Given the importance of regional integration for Africa and the recent regional integration evaluation conducted by other MDBs, IDEV proposes to undertake a synthesis presenting lessons from integration strategies throughout MDBs.

**Replace:**

IDEV proposes to replace the evaluation of the Human Capital Strategy for Africa (2014-2018) by an evaluation of the Policy Based Operations (PBO) which was originally planned in 2018. As shown in Table 2, this change strengthens alignment with the High 5s. It also takes into account recent developments showing increased use of the budget support instrument by the Bank and follows on requests made by ADF Deputies to evaluate PBOs in the wider context of the Bank’s action in governance expressed at the third replenishment meeting of ADF-14.

**Cancel:**

IDEV proposes to cancel the evaluation of the 2014-2018 Bank Gender Strategy. The Mid-term review of the Bank Group’s Gender Agenda has just begun and will be delivered in 2017. At the same time, the gender architecture in the Bank is moving forward as part of the transformation agenda. Therefore, evaluating the 2014-2018 Bank Gender Strategy in 2017 may be premature.

IDEV proposes to cancel the evaluation of the Bank’s lines of credit. IDEV has already conducted an evaluation of Bank support to SMEs which are mostly supported through lines of credit. In addition, the Country Strategy and Program Evaluations for South Africa and Nigeria reviewed a large portion of the Bank’s lines of credit. Thus, an additional evaluation may not add significant value to the existing knowledge base and it may be appropriate to conduct this evaluation once agreed actions further to previous evaluations’ recommendations have been implemented.

Table 3 provides an overview on the proposed revised work program for 2017 and 2018. IDEV plans to continue delivering 10-12 high level evaluations annually.
Table 3 - Overview of 2017 work program with proposed changes

<table>
<thead>
<tr>
<th>Title</th>
<th>Type</th>
<th>Status</th>
<th>Priority Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCR/XSR validation synthesis</td>
<td></td>
<td>Planned</td>
<td>Streamline business process to promote efficiency and effectiveness.</td>
</tr>
<tr>
<td>100% coverage</td>
<td></td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>Project cluster</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
<td>Feed Africa.</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td>Potentially all Hi-5s.</td>
</tr>
<tr>
<td>Impact Evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Irrigation</td>
<td>Impact</td>
<td>Planned</td>
<td>Feed Africa.</td>
</tr>
<tr>
<td>Country/regional evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cape Verde</td>
<td>Country/Regional</td>
<td>Planned</td>
<td>Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.</td>
</tr>
<tr>
<td>Mauritius</td>
<td>Country/Regional</td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>Swaziland</td>
<td>Country/Regional</td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>Uganda (MTE)</td>
<td>Country/Regional</td>
<td>Planned</td>
<td></td>
</tr>
<tr>
<td>CSP completion report validation (pilot)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pilot</td>
<td>Country strategy</td>
<td>Pilot</td>
<td>Contingent on the availability of resources.</td>
</tr>
<tr>
<td>Sector/Thematic evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank’s Partnerships: Co-financing, syndication and coordination</td>
<td>Sector/Thematic</td>
<td>Planned</td>
<td>Improve financial performance and increase development impact.</td>
</tr>
<tr>
<td>Policy Based Operations (PBO)</td>
<td>Sector/Thematic</td>
<td>Brought forward from 2018</td>
<td>Cross-cutting areas.</td>
</tr>
<tr>
<td>Bank Lines of Credit</td>
<td>Sector/Thematic</td>
<td>Propose to cancel</td>
<td>Industrialize Africa.</td>
</tr>
<tr>
<td>Corporate evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank’s Self-Evaluation Systems and Processes</td>
<td>Corporate evaluation</td>
<td>Planned</td>
<td>Improve financial performance and increase development impact.</td>
</tr>
<tr>
<td>Quality of supervision</td>
<td>Corporate evaluation</td>
<td>Added</td>
<td>Improve financial performance and increase development impact.</td>
</tr>
<tr>
<td>Integrated Safeguards and processes</td>
<td>Corporate evaluation</td>
<td>Brought forward from 2018</td>
<td>Improve financial performance and increase development impact.</td>
</tr>
<tr>
<td>Quality at Entry of Public Sector Operations</td>
<td>Corporate evaluation</td>
<td>From 2016</td>
<td>Improve financial performance and increase development impact.</td>
</tr>
<tr>
<td>Evaluation synthesis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integration Strategy</td>
<td>Synthesis</td>
<td>Added</td>
<td>Integrate Africa.</td>
</tr>
</tbody>
</table>

Legend: + Added | No Change | Brought Forward | postponed | Propose to cancel
Resource Requirements

Following initial consultations, the budget envelope proposed by management for the implementation of IDEV’s 2017 work program amounts to UA 3.94 million (not including staff costs). This represents a quasi-stable budget compared to 2016 (+1.6%). In addition, and referring to the staffing gap identified in the approved 2016-2018 Work Program, IDEV has requested additional positions: (i) one PL4 to focus on evaluation capacity development; and (ii) one PL6 to further bridge the gap in analyst positions.

As part of the current review of its capacity and in view of further strengthening alignment to the High 5s, IDEV also requested one additional PL2 Quality and Methods Advisor position. Beyond the institutionalization of progress achieved in quality in recent years, this position is expected to support innovation and ensure that IDEV’s methods remain relevant to evaluating ambitious strategies such as the High 5s.

The proposed budget envelope is lower than the initial budget estimates proposed by IDEV for 2017 (UA 4.195 million excluding staff costs). This initial estimate did not include additional requests made at the ADF meeting. The request for additional positions aims at bridging the gap by bringing IDEV to its optimal level of internal staffing. Following on the proposals made as part of the 2016-2018 Work Program, IDEV is indeed pursuing efforts for further professionalizing the evaluation function. New methods and tools have been explored and are being added in IDEV’s toolbox. Training has been provided and with the exposure of the whole team to the CEDR, a cross-team learning process has been initiated. All the measures together translate into better cost-efficiency through the ability to internalize key steps of the evaluation process, in particular design and final synthesis and reporting. Opportunities for joint work will also be further explored, using the same model as applied with NORAD for the private sector development synthesis.

IDEV therefore believes that together with the budget envelope and additional positions it will be in a position to deliver on its 2017 work program, including additional suggestions made at the ADF meeting if agreed by CODE. However, the budgetary situation will be thoroughly reviewed mid-term. While IDEV
is committed to making all efforts to respond to additional requests through enhanced cost-efficiency, a request for additional funding may be made mid-term depending upon expenditure patterns and needs—that can be roughly estimated to the cost of one complex evaluation around UA 250,000.
Addendum to IDEV Update of the Work Program 2017
Presented to CODE on February 21st 2017.

This note summarizes comments received from Board members on the proposed update of IDEV’s work program for 2017. It presents the additional fine-tuning IDEV proposes to the 2017 work program further to the discussion.

Comment 1: Several Board members expressed concern about the proposed cancellation of the evaluation of the Bank’s Lines of Credit and requested that this evaluation be maintained as part of IDEV’s work program, given the increasing volume of lines of credit. Response: IDEV recognizes the importance of lines of credit but considers, as mentioned in the work program update, that a full evaluation will likely not add much new information to what is already known through previous evaluations that examined lines of credit (in particular the evaluation of the Bank’s support to SMEs and the two Country Strategy and Program Evaluations in South Africa and Nigeria). In addition, management actions implemented in response to these evaluations will likely not have yielded results yet in 2017. Given the importance of the topic and the wealth of existing evaluative information on lines of credit within the Bank and in other MDBs, IDEV proposes to undertake in 2017 a synthesis evaluation of Lines of Credit, taking into account the Bank’s portfolios examined recently and the evaluation work in this area outside the Bank (independent evaluation functions at both IADB and WB have for example completed evaluations in this area).

Comment 2: Board members requested IDEV to evaluate the DBDM including both implementation (process / outputs) and effects (outcomes / impacts). Response: It is expected that the full implementation of the DBDM will be completed by the end of 2018. IDEV considers that some time should be given for the effects of the DBDM to materialize before conducting an evaluation. IDEV therefore proposes to schedule an evaluation of the DBDM in its next work program cycle 2019-2021, to be discussed with CODE in 2018.

Comment 3: Board members requested more information about the cancellation of the impact evaluation on skills and that this area should be given further consideration. Response: IDEV explained that the skills impact evaluation was cancelled due to its complexity, as the portfolio analysis showed that candidate interventions were framed as components of broader policy-based operations. Such an evaluation would require a level of resources that IDEV cannot afford. IDEV proposed to work with the relevant departments in the Bank to plan an impact evaluation in the area of skills development from the design stage of a selected new intervention.

Comment 4: Board members expressed interest in IDEV undertaking CSP completion report validation and requested clarification on the reasons this was not implemented in 2016.
Response: IDEV explained that this activity was proposed in the 2016-2018 work program pending the availability of additional funding. It was not undertaken as the additional funding request submitted to the NTCF was not approved. IDEV proposes to implement one pilot CSP validation exercise in 2017 using the administrative budget to gain experience and develop a quality strategy. One of the challenges identified is that the CSP completion report and the pillars of the next CSP are usually discussed together at CODE. If the CSP completion report validation is to inform the pillars discussion for the next CSP, the latter should be postponed while the validation is implemented.

Comment 5: The US Chair, reporting from an AUFI discussion, suggested an evaluation of the Bank’s sanctions policy. Several Board members questioned the proposed synthesis evaluation on regional integration.
Response: IDEV proposes that a synthesis evaluation of the sanctions system be initiated towards the end of 2017. It would likely consist of a comparative review of practices in various IFIs including the Bank, but this will be confirmed during design. This study will replace the synthesis on regional integration to take into account resource constraints.

Comment 6: Board members requested clarification on whether the evaluation of the implementation of the Bank’s Gender Strategy 2014-2018 was cancelled or postponed.
Response: IDEV clarified that this evaluation was referred to as cancelled due to the fact it would not be undertaken as part of the 2016-2018 work program cycle, for the reasons set out in the update document. IDEV proposed however that this evaluation be planned as part of the next cycle (2019-2021) to take stock of the effects of the Gender Strategy on the Bank’s operations and inform the next strategy.

Comment 7: The Ivorian Chair inquired about a repository where all IDEV evaluations can be found.
Response: All IDEV evaluations are published after they have been presented to CODE, and can be found on IDEV’s website: http://idev.afdb.org/en/page/evaluations. They are also available in DARMS (darms.afdb.org), in the Evaluation Results Database (http://afdbopevws/) and in the Management Action Record System (mars.afdb.org).

Comment 8 (post-meeting): while starting the initial analysis related to one evaluation in the 2017 work program (mid-term evaluation of the Uganda CSP), IDEV found that the CSP for Uganda covered the period 2011-2016 while the initial analysis showed the period covered to be 2011-2015. This makes the proposed mid-term evaluation too early to start in 2017 as the next CSP cycle will be 2017-2021.
Response: IDEV will review alternative options among CSPs ending in 2019 and come back to the CODE Chair with a proposal before end of Q2 2017.