



# Independent Development Evaluation 2022-2024 WORK PROGRAM

## 2023 UPDATE

October 2022



## Acknowledgments

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## Acronyms

ADF	African Development Fund
AfDB	African Development Bank Group
AfrEA	African Evaluation Association
APNODE	African Parliamentarians' Network on Development Evaluation
EPRADI	Evaluation Platform for Regional African Development Institutions
CLEAR	Centers for Learning on Evaluation and Results
CODE	Committee on Operations and Development Effectiveness
CSP	Country Strategy Paper
GCI	General Capital Increase
GEI	Global Evaluation Initiative
IDEV	Independent Development Evaluation
MARS	Management Action Record System
PCR	Project Completion Report
RFE	Réseau Francophone d'Evaluation
SNDR	Development Impact and Results Department
SPSS	Statistical Package for the Social Sciences
TSUE	Tools to Strengthen the Use of Evidence
RMC	Regional Member Country
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
XSR	Expanded Supervision Report

## Executive Summary

The purpose of this document is to provide an update on the 2022-2024 work program for Independent Development Evaluation (IDEV), approved by the Board of Directors in December 2021. It first reports on the progress in implementing the department's overall work program, including on evaluations from the previous work program period (2019-2021). It then provides the status of implementation of 2022 commitments as outlined in the 2022-2024 work program. Finally, it gives an overview of the evaluations due to start in 2023, with proposed changes, and sets out the resource requirements.

### Progress made in 2022

IDEV is set to deliver **fifteen (15) evaluations in 2022**, in addition to the 2022 IDEV Management Action Record System (MARS) report and the 2020-2021 Project Completion Report (PCR) and Expanded Supervision Report (XSR) validation synthesis report - a total of **seventeen (17) evaluation products**. IDEV has already delivered **five (5) evaluation products**, and **twelve (12) other products** are expected to be delivered by the end of the year.

IDEV continued to produce **knowledge and communication** products for completed evaluations presented to CODE, to organize knowledge events such as the Evaluation Week, and to undertake **outreach and dissemination** to share evaluation findings with key target audiences. IDEV also actively engaged with stakeholders, including Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank interventions. The results of this are seen in several new Bank policies and strategies approved in 2022 which have been informed by IDEV evaluations, as detailed in IDEV's Annual Report "Evidence for a Stronger Bank".

IDEV supported **evaluation capacity development** within the Bank and across the African continent both on the supply side and the demand side of evaluation, among others by organizing six (06) targeted trainings for IDEV staff. It also organized a number of dialogue forums and further extended its technical support to the African Evaluation Association, EvalPartners, Twende Mbele, the Evaluation Platform for Regional African Development Institutions and the African Parliamentarians' Network on Development Evaluation. More trainings, knowledge events and webinars are foreseen before the end of the year.

**The impact of the COVID-19 pandemic**, which posed challenges to the implementation of IDEV's 2020 and 2021 work programs, continued to be felt, as many evaluations experienced delays, leading to a heavy workload for IDEV staff, and a backlog of evaluations to be delivered. While the effects of the pandemic are not expected to pose a threat to the IDEV 2023 work program, since mission and travel restrictions have eased and IDEV now combines both online and face to face methods of data collection, it will take some time to clear the backlog of evaluations and to return to a normal rhythm.

### Looking Ahead to 2023

In accordance with the approved 2022-2024 Work Program, eleven (11) evaluation products are due to be started in 2023. These include one project cluster evaluation, three country strategy and program evaluations, one Regional Integration Strategy Paper mid-term evaluation, two sector/thematic evaluations, two corporate evaluations, one comparative study and one evaluation synthesis. The 2023 annual MARS report will also be delivered, in addition to the validation of up to 65 PCRs and 25 XSRs.

In 2023, IDEV will chair the Evaluation Cooperation Group of independent evaluation offices of International Financial Institutions.

### Proposed Changes

IDEV proposes minimal changes to the 2023 work program. Due to Sudan's "de facto government" status entailing suspension of cooperation with the Bank, limitations on missions to the country, and security challenges, IDEV proposes to drop the Sudan Country Strategy and Program Evaluation which had been scheduled to start in 2022, and to bring forward the start of the Tanzania mid-term evaluation, which was initially slated for 2023 and will now straddle both years. This is due to a request by Bank Management, which plans to deliver its own Tanzania Country Strategy Paper mid-term review by June 2023.

Since the approval of IDEV's 2022-2024 work program, Management and/or Board members have made requests for three other evaluations not currently included in the work program, namely an evaluation of the Disclosure and Access to Information (DAI) Policy 2012-2021, an evaluation of the relevance and quality of the Bank Group Annual Reports, and an evaluation of Board Effectiveness. **IDEV seeks CODE's guidance on the evaluations requested**, because it currently does not have space to accommodate them in the 2023 work program but could consider them if CODE decides to drop other evaluations.

### **Resource Requirements for Implementation of the 2023 Work Program**

As per the approved 2022-2024 Work Program, human and financial resources are proposed to remain unchanged as compared to 2022. The budget envelope proposed by IDEV for the implementation of the 2023 work program amounts to UA 3.794 million in direct costs (consultants, missions, and meetings), a nominally flat budget compared to 2022. Staff costs are centrally managed by the HR Department.

**CODE is invited to take note of this work program update, to endorse the proposal for changes to the work program, to provide guidance on the additional evaluations requested, and to endorse IDEV's work program and budget for 2023.**

## Introduction

The purpose of this document is to provide an update on IDEV's 2022-2024 work program, approved by the Board of Directors in December 2021<sup>1</sup>. In line with previous practice, this document reports on the status of delivery in 2022 and proposes necessary changes to the IDEV work program for 2023, based on changing circumstances. The changes proposed to the work program aim to better align IDEV's work with the Bank's needs for evaluative information.

The document begins by recalling the approved 2022-2024 work program. The second section presents the progress of implementation of IDEV's overall work program in 2022, including evaluations carried over from the previous work program period (2019-2021). This is followed by an overview of the implementation status of the 2022 commitments as outlined in the 2022-2024 work program. Finally, IDEV's work program update for 2023 and corresponding resource requirements are outlined.

## Overview of the 2022-2024 Work Program

The 2022-2024 work program was initially proposed in three scenarios: the low, base, and high cases. Each case presented corresponding levels of outputs and resource requirements. In December 2021, the Board approved a work program corresponding to the revised base-case scenario (Table 1).

**Table 1: Overview of the 2022-2024 Work Program (Base case approved in December 2021)**

IDEV Products by Launch Year	2022	2023	2024
<b>Evaluation Products</b>			
PCR validations	65 (with 10% field visits)	65 (with 10% field visits)	65 (with 10% field visits)
XSR validations	Up to 25	Up to 25	Up to 25
PCR/XSR validation synthesis reports	1		1
Project cluster evaluations	1	1	1
Impact evaluations	1		1
Country/Regional evaluations (including mid-term evaluations and completion report validations)	4	4	4
Sector/Thematic evaluations	2	2	3
Corporate evaluations	2	2	2
Comparative studies and evaluation syntheses	1	2	1
MARS Report	1	1	1
<b>Knowledge Management, Dissemination and Outreach</b>			
Knowledge events	10	10	10
Evaluation Matters	3	3	3
Evaluation Week	1		1
IDEV Annual Report	1	1	1
<b>Evaluation of Capacity Development</b>			
Support to platforms (APNODE, EPRADI)	2	2	2
Support to countries (via Twende Mbele)	7	7	7
Support to organizations (EvalPartners)	1	1	1

<sup>1</sup> ADB/BD/WP/2021/147/Rev.2/Approved.

## Progress on the work program in 2022

This section discusses the implementation of IDEV's overall work program in 2022, including carry-overs from the previous work program period (2019-2021). IDEV is set to deliver 15 evaluations in 2022 (Table 2 and Table 4), in addition to the 2020-2021 PCR and XSR validation synthesis report and the 2022 IDEV MARS report – so 17 evaluation products in total. IDEV's 2021 Annual Report has also been delivered. Knowledge management, learning events and evaluation capacity development initiatives are being undertaken as planned. The MARS Assessment Manual, which provides guidance on the IDEV annual MARS report, was also developed.

### Evaluation Products

In 2022, IDEV has so far delivered<sup>2</sup> **five (5)** evaluations. These include: one impact evaluation (Public Financial Management Project – DR Congo); two Country Strategy and Program Evaluations (CSPEs) for Benin and Djibouti; and two corporate evaluations (of the Bank's Ten-Year Strategy 2013-2022 and of the Bank's COVID-19 Response).

In addition, **ten (10)** other evaluations will be delivered before the end of the year namely: two project cluster evaluations (Management of ADF projects in RMCs and Technologies for African Agriculture Transformation); three sector/thematic evaluations (Evaluation of Non-Sovereign Operations, Mid-term Evaluation of the Bank's Strategy for Jobs for Youth in Africa (2016-2025), and Evaluation of the Bank's support to Renewable Energy (Geothermal, Hydro, Solar, Wind, etc.)); two Country Strategy Paper (CSP) Mid-Term Review (MTR) validations for Equatorial Guinea and Niger; two CSPEs for Mauritania and Sao Tome & Principe; and one evaluation synthesis of Inclusive Growth. In addition, **two (2)** other evaluation products, the 2020-2021 PCR and XSR validation synthesis report and the 2022 MARS report, will be delivered by the end of the year.

Three evaluations which had already been delivered in 2021 were presented to CODE in 2022: the Uganda CSPE, the impact evaluation of the Last Mile Connectivity Project in Kenya, and the evaluation of the Bank's Transition Support Facility, thereby bringing the process to completion.

The implementation progress of the evaluation products from the previous work program period (2019-2021) in 2022 is summarized in Table 2, while Table 4 below shows the status of the evaluations from the 2022 work program.

**Table 2: Implementation progress of evaluation products from the previous work program period (2019-2021)**

IDEV Product Lines and Products	Work Program Year	Status as of 24/10/2022	(Expected) Delivery by
Project cluster evaluations			
Management of ADF projects in RMCs	2021	Ongoing	Q4-2022
Impact evaluations			
<i>Last Mile Connectivity Project – Kenya*</i>	<i>2019</i>	<i>Completed</i>	<i>Presented to CODE 18 March 2022</i>
Public Finance Modernization Support Project – DRC	2020	Delivered	To be presented to CODE 29 Nov. 2022

<sup>2</sup> IDEV's definition of delivery is as follows: (i) for evaluations requiring a Management Response: the date that the report is submitted to Management for Management Response; (ii) for (cluster) evaluations which do not require a Management Response: the date that the report is shared with Management for the purposes of organizing a capitalization workshop; and (iii) for other evaluation products not requiring a Management Response (mid-term evaluations, evaluation syntheses, comparative studies, etc.): the date the report is distributed to the Board.



<b>IDEV Product Lines and Products</b>	<b>Work Program Year</b>	<b>Status as of 24/10/2022</b>	<b>(Expected) Delivery by</b>
<b>Country/Regional evaluations</b>			
Mauritania CSPE	2019	Ongoing	Q4 2022
Djibouti CSPE	2019	Delivered	To be presented to CODE 14 Nov. 2022
<i>Uganda CSPE*</i>	<i>2020</i>	<i>Completed</i>	<i>Presented to CODE 9 Feb. 2022</i>
Benin CSPE	2020	Completed	Presented to CODE 13 May 2022
Sao Tome CSPE	2021	Ongoing	Q4 2022
Equatorial Guinea CSP MTR validation	2021	Ongoing	Q4-2022
Niger CSP MTR validation	2021	Ongoing	Q4-2022
<b>Sector/Thematic evaluations</b>			
Evaluation of Non-Sovereign Operations	2020	Ongoing	Q4-2022
Mid-term Evaluation of Bank's Strategy for Jobs for Youth in Africa (2016-2025)	2021	Ongoing	Q4 2022
Evaluation of the Bank's support to Renewable Energy (Wind, Solar, Hydro, and Geothermal)	2021	Ongoing	Q4-2022
<i>Evaluation of the Transition Support Facility*</i>	<i>2021</i>	<i>Completed</i>	<i>Presented to CODE 1 April 2022</i>
<b>Corporate evaluations</b>			
Evaluation of the Bank's Strategy for 2013-2022	2021	Delivered	To be presented to CODE 29 Nov. 2022
Evaluation of Counterpart Funding	2021	Ongoing	Q3 2023
Evaluation of the Bank's COVID-19 Response	2021	Delivered	To be presented to CODE 29 Nov. 2022
<b>Evaluation syntheses</b>			
Inclusive Growth	2020	Ongoing	Q4 2022
Support for Agriculture and Agribusiness Growth and Productivity	2021	Ongoing	Q1-2023

\*: *Delivered in 2021, presented to CODE in 2022*

### **Knowledge Management, Dissemination and Outreach**

As knowledge management (KM) is fundamental to ensuring that evaluation knowledge is systematically captured, shared, utilized, and applied, IDEV approaches KM in a dynamic, proactive, and integrated manner to extract the most out of the knowledge it generates and collates. IDEV builds in KM thinking from the initial stages of each evaluation and prepares a stakeholder mapping and dissemination strategy for each evaluation that identifies key target audiences and the means of sharing evaluative knowledge with them.

In 2022, IDEV has laid out, published on its website, printed, and disseminated all the evaluation reports completed during the year. For each evaluation, it also produces knowledge products which capture the evaluation's key messages and tailor them to the target audience. These include briefs, highlights,

factsheets, lessons notes, infographics, videos, etc. IDEV also organizes knowledge events such as the biennial Development Evaluation Week, and undertakes outreach and dissemination to share the findings, lessons and recommendations from evaluations with key target audiences. For example, in July 2022, IDEV and the Gender, Women and Civil Society Department (AHGC) co-hosted a knowledge event to disseminate the key results of IDEV's 2021 evaluation of the Bank's Civil Society Engagement and provide a platform for discussion. Likewise, the results of the impact evaluation of the Last Mile Connectivity Project in Kenya were shared with Bank staff in a capitalization workshop in September and will also be presented at a Power Sector Roundtable for stakeholders in Kenya in November.

Furthermore, IDEV actively engages with stakeholders, including Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank policies, strategies and operations. The results of this are, for example, seen in the new Bank Group Strategy for Addressing Fragility and Building Resilience in Africa (2022-2026) approved in March 2022, which was strongly informed by the learnings from IDEV's 2020 evaluation of the Bank's previous Fragility Strategy (2014-2019) and its evaluation of the Transition Support Facility. Likewise, the Bank's new Private Sector Development Strategy and its Framework for Public-Private Partnerships, both approved in January 2022, were informed by IDEV evaluations, as was the Sustainable Borrowing Policy, approved in February 2022. IDEV's 2021 Annual Report, titled "Evidence for a Stronger Bank", provides further examples of how IDEV's evaluation products, knowledge management and capacity development activities have served to inform the Bank's work. Finally, IDEV produced and disseminated its triannual magazine eVALUation Matters, on the topics of impact evaluation and building a stronger and more resilient Africa through evaluation.

### **Evaluation Capacity Development and Partnerships**

IDEV supports evaluation capacity development, both within the Bank and across Regional Member Countries (RMCs), on the supply side as well as the demand side of evaluation. In 2022, IDEV has so far organized six evaluation trainings for its staff (i.e., Evidence Gap Analysis & Mapping; Remote Outreach & Stakeholder Engagement; Remote Data Collection; Application of SPSS Software; MS Power-Bi; and Rapid Evaluation). IDEV staff also supported and participated in knowledge events organized by others such as the annual gLOCAL Evaluation Week, holding webinars on topics like the evolution of IDEV's evaluation practice and its use for post-pandemic recovery, "Building a career in evaluation during uncertain times", and "From COVID-19 to SDGs: Leveraging evidence use to enhance governance". IDEV further organized a webinar for fellow evaluators from the Evaluation Cooperation Group to share its experience in using robust design methodology to measure the impact of the Last Mile Connectivity Project (LMCP) Phase 1 project in Kenya. Additional trainings and webinars are planned for the rest of the year (Table 3).

IDEV supports the supply side of evaluation on the continent through initiatives such as Twende Mbele, a peer learning partnership on M&E among African governments (participating countries are Benin, Ghana, Kenya, Niger, Uganda, and South Africa). It also continues to host the Secretariat of the African Parliamentarians' Network on Development Evaluation (APNODE) including organizing its yearly Annual General Meeting, which in 2022 took place in Rabat, Morocco, hosted by the House of Councillors and themed 'Effective Parliamentary Public Engagement for Inclusive Development'. Further, IDEV supports the Evaluation Platform for African Development Institutions (EPRADI) – a bilingual mutual learning hub with an integrated Community of Practice (CoP), that aims to enhance the quality of evaluations and evaluation best practices in member institutions – attending meetings and fundraising for the CoP. Additionally, IDEV leads and actively supports partnerships to build capacity and promote a culture of evaluation, including with organizations like EvalPartners, CLEAR, Global Evaluation Initiative (GEI), RFE, UNICEF, UNDP, UN-Women, and the USAID-TSUE Initiative.

**Table 3: Knowledge, Evaluation Capacity Development and Partnerships Activities**

Name	Status	Expected Delivery
Training: Evidence-gap Analysis and Mapping	Delivered	1-3 & 8-10 February 2022
Contribution to EvalPartners Bootcamp: Strengthening the skills of evaluation leaders	Delivered	Feb. – April 2022
Training: Remote Outreach & Stakeholder Engagement	Delivered	4-6 April 2022
Training: Remote Data Collection	Delivered	9-11 May 2022
Training: Application of SPSS software	Delivered	24, 25 & 27 May 2022
Webinar (gLocal event): Building a career in evaluation during uncertain times	Delivered	31 May 2022
Webinar (gLocal event): APNODE – From COVID-19 to SDGs: Leveraging evidence use to enhance governance	Delivered	1 June 2022
Webinar (gLocal event): The evolution of IDEV's evaluation practice and its use for post pandemic recovery	Delivered	2 June 2022
Webinar for fellow evaluators: Designing an Impact Evaluation with Robust Methodologies: What we learned from IDEV's recent Impact Evaluation of the AfDB-supported Last Mile Connectivity Project in Kenya	Delivered	8 June 2022
Event: AfDB and the Civil Society: Lessons for Stronger Partnerships”	Delivered	18 July 2022
Training: MS Power-BI	Delivered	20-22 July 2022
APNODE Annual General Meeting	Delivered	1-4 August 2022
Capitalization workshop for Bank staff: Last Mile Connectivity Project in Kenya	Delivered	15 Sept. 2022
AfDB Development Evaluation Week 2022	Delivered	28-30 Sept. 2022
Training: Rapid Evaluation	Delivered	5-7 October 2022
Power Sector Roundtable, Nairobi, Kenya	Planned	November 2022
Training: Communication & Reporting: How to increase the impact & utility of an evaluation	Planned	November 2022
Capitalization workshop on Inclusive Growth	Planned	November 2022
Training: Project Management	Planned	November 2022

### Implications of COVID-19 for ongoing and planned evaluation activities

In 2020 and 2021, IDEV faced challenges with empirical data collection and site visits for its evaluations due to both international and local travel restrictions, and with access to institutions and key stakeholders who were less or not available to provide documents and information, and for interviews. In addition, responses to online surveys were low, and there have been challenges in obtaining timely feedback from internal and external peer reviewers, evaluation reference group members and other stakeholders during review of evaluation products. Despite IDEV making changes to its way of working, including the use of remote data collection tools, virtual/online communication tools in interaction with

external stakeholders and Reference Groups, new sources of evidence, and in-depth literature, document and portfolio reviews, many IDEV evaluations have suffered long delays. That is why IDEV currently has a larger number of evaluations simultaneously ongoing than would normally be the case. This has led to a heavy workload for IDEV staff and delayed the start of a number of 2022 evaluations. While the effects of the pandemic are not expected to pose a threat to the IDEV 2023 work program, since mission and travel restrictions have eased and IDEV now combines both online and face to face methods of data collection, it will take some time to clear the backlog of evaluations and to return to a normal rhythm.

## Status of Implementation of 2022 Commitments as Outlined in the 2022-2024 Work Program

In addition to the evaluation products from previous work program years ongoing in 2022, and the annual PCR and XSR validation exercise, IDEV was due to launch 13 more evaluation products in 2022, as per the approved work program. Eight of these products are ongoing and four will be launched soon. Due to the lack of an active Bank programming document for Sudan, its “de facto government” status entailing suspension of cooperation with the Bank, restrictions on missions to the country, and security challenges, it has not been possible to start the foreseen Sudan CSPE. The Bank’s Country Office in Khartoum indicates that the situation is unlikely to be resolved soon and is doubtful about starting this evaluation. As the perspectives for resumption of the Bank’s cooperation with the country remain unclear, IDEV proposes to drop this evaluation, and to bring forward the start of the Tanzania CSP mid-term evaluation, which was planned to be conducted in 2023. This would allow us to deliver it by Q2 2023, as requested by Management, which intends to conduct its own Tanzania CSP mid-term review by mid-2023. Table 4 gives a summary of the implementation status of the 2022 commitments.

**Table 4: Overview of 2022 commitments as outlined in the 2022-2024 work program**

Evaluation type	Status	Alignment with needs for evaluative information
<b>Validation</b>		
2021 PCR validations: up to 65 (with 10% field visits) 2021 XSR validations: up to 25	Delivered	To provide Bank Management and staff and implementing agencies with critical findings and lessons regarding the implementation and effectiveness of projects supported by the AfDB, and the quality of PCRs and XSRs.
2020-2021 PCR and XSR validation synthesis report	Ongoing: delivery <b>Q4 2022</b>	To provide the Board and Bank Management with a biennial report on the performance of Bank-supported projects and the quality of self-evaluation in the Bank, and Bank staff with lessons in these two areas.
<b>Project Cluster</b>		
Technologies for African Agriculture Transformation	Ongoing: delivery <b>Q4-2022</b>	To generate findings and lessons that will inform implementation of the Feed Africa Strategy (2016-2025) and TAAT Phase 2.
<b>Impact</b>		
A health infrastructure project: the Maternal Mortality Reduction Project in Tanzania	Ongoing: delivery <b>Q2 2023</b>	To inform the design and implementation of future projects under the Bank’s new Strategy for Quality Health Infrastructure in Africa 2022-2030, by providing Management, staff and the Board with useful lessons regarding the Bank’s assistance to health infrastructure in RMCs.
<b>Country/regional</b>		

Evaluation type	Status	Alignment with needs for evaluative information
eSwatini CSP MTR Validation	Ongoing: delivery <b>Q1-2023</b>	CSPs and RISPs are the Bank's basic frameworks for engaging with and doing business in the RMCs. Every year some CSPs are completed, and new ones are designed, discussed, and approved for implementation. The CSPs of Kenya and Liberia are ending in 2023 or 2024. The evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSPs. The MTE will provide findings and lessons for the implementation of the Tanzania CSP for the remainder of the period
Sudan CSPE	To be dropped due to suspension of cooperation and security challenges	
Kenya CSPE	To be started: delivery <b>Q4-2023</b>	
Liberia CSPE	To be started: delivery <b>Q4-2023</b>	
Tanzania CSP mid-term evaluation	Start to be brought forward to 2022, to be delivered <b>Q2 2023</b>	
<b>Sector/Thematic</b>		
Economic and Sector Work	To be started: delivery <b>Q4 2023</b>	To inform the Bank's Management and the Board on the quality and impact of ESWs. It will also inform the implementation of the Bank's Knowledge Management Strategy 2022-2026 and the AfDB Strategy for 2023-2032.
Mid-Term Evaluation of Results Based Financing Policy (2017)	Ongoing: delivery <b>Q3-2023</b>	To inform the implementation of the Results Based Financing Policy for the remainder of the period.
<b>Corporate</b>		
HR Evaluation 1 (Recruitment, Retention, Career Progression, Performance Management)	Ongoing: delivery <b>Q4 2023</b>	To provide findings, lessons and recommendations that will guide implementation of the Bank's HR policies.
HR Evaluation 2 (Right sizing & Incentive structure)	Ongoing: delivery <b>Q4 2023</b>	
<b>Evaluation synthesis</b>		
Evaluation Synthesis of Public Financial Management	To be started: delivery <b>Q3 2023</b>	To draw lessons that will strengthen the Bank's support for Public Financial Management in RMCs.
<b>IDEV MARS Report</b>		
IDEV MARS Report 2022	Ongoing: delivery <b>Q4-2022</b>	To provide a report to CODE annually on the status of adoption of recommendations.

## IDEV's Work Program Update for 2023

Table 5 provides an overview of the proposed work program for 2023 evaluation products, as per the approved 2022-2024 work program. As indicated earlier, the only minor change proposed is to bring forward the start of the Tanzania CSP mid-term evaluation, which will now straddle the two years. In addition, IDEV will conduct Knowledge Management and Capacity Development initiatives as indicated in Table 6. It should be noted that in 2023, IDEV will take over the rotating chairmanship of the Evaluation Cooperation Group of independent evaluation offices of International Financial Institutions.

Among others, this will entail the preparation and organization of two in-person meetings as well as online exchanges.

**Table 5: Overview of evaluation products due to start in 2023**

Title	Status	Focus	Alignment with needs for evaluative information
<b>Validation</b>			
2022 PCR validations: up to 65 (with 10% field visits)  2022 XSR validations: up to 25 (with 10% field visits)	Planned	IDEV will validate the performance of up to 65 completed public and 25 private sector projects with a PCR or XSR and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for 10% of the completed projects with a completion report.	To provide the Bank's Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB.
<b>Project Cluster Evaluation</b>			
Bank's support to rail and aviation infrastructure in RMCs	Planned	To inform and support the evaluation of the Bank's support to the Transport Sector (see below). This evaluation will focus on the relevance, efficiency, effectiveness, and sustainability of a cluster of Bank projects in the Rail and Aviation sub-sector in selected RMCs	It will provide lessons to inform future strategic and operational directions for the Bank's assistance in the rail and aviation sub-sector, and the transport sector more broadly, and inform a future revision of the AfDB Transport Sector Policy (1993).
<b>Country/Regional evaluation</b>			
Namibia CSPE	Planned	IDEV will in 2023 start its evaluations of the current CSPs for Namibia and Sierra Leone to inform the development and discussion of new CSPs for the two countries. The Tanzania CSP mid-term evaluation will examine the implementation of the Tanzania CSP while the RISP North mid-term evaluation will examine the implementation of the RISP for North Africa. The evaluations will focus on the relevance, positioning, effectiveness, efficiency, sustainability, and contributions to national/regional development outcomes.	The CSPs of Namibia and Sierra Leone are ending in 2024. The evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSPs. The MTEs will provide findings and lessons for the implementation of the Tanzania CSP and RISP North for the remainder of the period.
Tanzania CSP mid-term evaluation	Start to be brought forward to 2022, to be delivered in Q2 2023 - to coincide with Management's delivery of Tanzania CSP mid-term review in mid-2023		
Sierra Leone CSPE	Planned		
RISP North mid-term evaluation	Planned		



Title	Status	Focus	Alignment with needs for evaluative information
<b>Sector/Thematic evaluation</b>			
Transport Sector Evaluation	Planned	IDEV's <a href="#">previous transport sector evaluation</a> covered the period 2000-2011. This evaluation will examine the Bank's support to the transport sector over the period 2012-2021 and will assess its relevance, coherence, efficiency, effectiveness, and sustainability. It will also generate useful lessons and recommendations. Two cluster evaluations of Bank-funded Road and port projects (2021) and rail and aviation projects (2023) will provide deeper knowledge on these two sub-sectors.	The evaluation will provide lessons and recommendations to inform the future revision of the Transport Sector Policy (1993).
Bank's Support for Economic Diversification	Planned	For decades, economic diversification has been a policy priority for low- and middle-income countries in Africa. Lack of diversification weakens the foundation of their economic transformation and slows their pace of progress. It also makes these countries particularly vulnerable to sudden external shocks, as the COVID-19 pandemic-induced disruption of tourism and oil-dependent economies has illustrated. This evaluation will examine how well the AfDB has supported economic diversification in RMCs, as set out in its CSPs.	The evaluation will generate useful lessons for the Bank's ability to support the "build back better" agenda, particularly after the COVID-19 pandemic.
<b>Corporate evaluation</b>			
Bank's Decentralization	Planned	The Bank's major products and services are planned, prepared, and delivered at country or sub-regional level, and programmatic and financial decision making is increasingly devolved to country and regional offices. Decentralization has taken on increased urgency due to strong client demand, the DBDM, new challenges and	This evaluation will provide useful findings and lessons to Management and the Board on the implementation of the Bank's decentralization.

Title	Status	Focus	Alignment with needs for evaluative information
		<p>opportunities from increased ADF and GCI resources, as well as demand regarding the Bank's business continuity management. The evaluation will focus on three areas: (i) the strengthening of country offices; (ii) the expansion of the Bank's presence in Fragile States; and (iii) the establishment and strengthening of Regional Development and Business Delivery Offices. The evaluation will assess the relevance, coherence, effectiveness, and efficiency of the strategies undertaken to implement decentralization and the results achieved. The factors which have supported, or hindered decentralization will also be examined.</p>	
Implementation of the One Bank Approach	Planned	<p>The AfDB pursues a "One Bank" approach to offer a holistic response to the needs of its RMCs in Africa. It maximizes the use of the Group's resources, instruments, and competencies across financing windows, and also engages both the AfDB's headquarters and its field offices. The evaluation will look at the relevance, coherence, effectiveness, and efficiency of the implementation of the One Bank approach.</p>	<p>The evaluation will provide useful findings and lessons for Management and Board regarding the implementation and success or otherwise of the One Bank approach.</p>
<b>Comparative studies and evaluation syntheses</b>			
Comparative Study: MDB Operating Models	Planned	<p>This study will compare the AfDB's and selected other MDBs' operating models and will highlight the strengths and weaknesses of the different models, as well as good practices in effectiveness and efficiency.</p>	<p>To draw useful lessons for AfDB Senior Management and the Board on the AfDB operating model.</p>
Evaluation Synthesis of Policy Dialogue	Planned	<p>The synthesis will assemble evaluative knowledge from both the AfDB and other</p>	<p>IDEV's 2018 PBO evaluation and several Country Strategy and</p>



Title	Status	Focus	Alignment with needs for evaluative information
		institutions. It will gather information regarding policy dialogue across a range of sectors at the country, regional and international levels, the use of different mechanisms appropriate to the specific context, and the results of these initiatives. It will also look at the timeliness of policy dialogue and whether it is consistent with what other MDBs are doing.	Program evaluations have found that the Bank underperformed in the area of policy dialogue. This evaluation will help to deepen understanding of the issue and provide lessons for the Bank to strengthen engagement strategies with RMCs going forward. It will also provide lessons for the implementation of the successor to the Banks TYS 2013-2022 which is under preparation.
<b>IDEV MARS Report</b>			
IDEV MARS Report 2023	Planned	Implementation of evaluation recommendations	To provide a report to CODE annually on the status of adoption of recommendations.

**Table 6: Knowledge Management and Capacity Development Activities for the 2023 work program**

Title	Number	Status
<b>Knowledge management/Dissemination/Outreach</b>		
Knowledge events	10	Planned
Evaluation Matters	3	Planned
IDEV annual report	1	Planned
<b>Evaluation Capacity Development</b>		
Support to platforms (APNODE; EPRADI)	2	Planned
Support to countries (via Twende Mbele)	7	Planned
Support to organizations (EvalPartners)	1	Planned

### Additional Requests for Evaluations

Since the 2022-2024 Work Program was approved by the Board in December 2021, IDEV has received requests from Board members and/or Management to consider conducting the following independent evaluations:

**Table 7: Requests for Independent Evaluations by Board and Management**

Evaluations requested	Entity Requesting	Justification	Reference
Evaluation of Board effectiveness	Dean of the Board	Following on from the Comparative Study of Board Processes, Procedures and	Report from 2022 Board retreat: ADB/BD/IF/2022/95/Rev.1, Paragraph 5.5 and Annex 4.1.ix

		Practices in IFIs conducted by IDEV in 2017, to further improve the efficiency and effectiveness of the Board	
Evaluation of the Disclosure and Access to Information (DAI) Policy 2012-2021	Secretary General (SG) and some Board members	To draw lessons that will inform the development and implementation of the next DAI Policy	ECAM/CODE meeting of 7 June 2022: ADB/BD/ECAM/CODE/2022/01, par. 11.d, and ADB/BD/WP/2022/87/Rev.2, Implementation Review of the DAI Policy 2012-2021, Recommendation 7 and Action Plan
Independent evaluation of the relevance and quality of the Bank Group Annual Reports	ECAM / Management	To assess the quality, usefulness, and relevance of the Bank Group Annual Reports	ECAM meeting of 12 April 2022: ADB/BD/ECAM/2022/04, Paragraph 9e

IDEV acknowledges the above-mentioned requests and **seeks CODE's guidance on the evaluations requested**. Since the 2023 Work Program is already full, IDEV can only accommodate additional evaluations if CODE decides to drop other evaluations.

## Resource Requirements for implementation of the 2023 Work Program

In the approved 2022-2024 work program, it was agreed that in 2022, the IDEV budget would receive a one-off increase of 2% as compared to its 2021 budget, to compensate for inflation, and that it would remain constant in nominal terms in 2023 and 2024; likewise, there would be no changes to the department's staff complement. In keeping with this agreement, IDEV proposes a flat budget of UA 3.794 million for direct costs (consultants, missions, and meetings), the same as in 2022. As concerns staff costs, which are centrally managed by the HR Department, IDEV seeks no changes to its staff complement and will respect the amount included in the Bank's overarching Program and Budget Document, once this has been agreed with the Board.

IDEV believes that with its existing staff complement and this budget envelope, it will be in a position to deliver on its 2023 work program agreed with the Board.

**CODE is invited to take note of this work program update, to endorse the proposal for change to the work program, to provide guidance on the additional evaluations requested, and to endorse IDEV's work program and budget for 2023.**