Independent Development Evaluation
at the African Development Bank
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at the African Development Bank

From experience to knowledge...
From knowledge to action...
From action to impact
WHO ARE WE AND WHAT DO WE DO?

Independent Development Evaluation (IDEV) at the African Development Bank (AfDB or “the Bank”) is an independent unit tasked with enhancing the development effectiveness of the Bank. By conducting evaluations and proactively sharing good practices, we ensure that the Bank and its stakeholders learn from experience to plan and deliver development results to the highest possible standards.

**We evaluate to see what works, what does not, and why:** We conduct various types of evaluations, drawing lessons learned and making recommendations through careful, impartial and credible analysis.

**We promote an evaluation culture.** We work with African governments, parliaments, evaluation networks and partners to build evaluation capacities and encourage processes of learning and continuous improvement in African countries and institutions, as well as within the AfDB.

**We keep the Bank accountable:** Independent evaluations provide a basis for accountability to key stakeholders including citizens, governments, funders and partners, by evaluating and documenting the impact of the Bank’s activities.

**We help achieve better results:** The findings of our evaluations are shared, discussed, and used by the Bank to improve the design and implementation of its policies, strategies, processes and operations.
WHAT KIND OF EVALUATIONS DO WE CARRY OUT?

Independent Development Evaluation conducts a wide range of evaluations that respond to the need for evaluative knowledge and that provide relevant and useful lessons, recommendations and good practices for policy, strategy, processes and operations.

We aim for our evaluations to consistently be of high quality, timely, and relevant. We set the bar very high, particularly for the credibility and quality of our evaluations. Our standards and practices are in line with the Organization for Economic Co-operation and Development (OECD)-Development Assistance Committee quality standards, the Evaluation Cooperation Group guidelines, and good practices at other multilateral development banks and institutions.
**IDEV EVALUATIONS**

**Sector evaluations**
These evaluations examine the Bank’s support to a certain sector over a specific period of time. They are a central feature of our knowledge production, providing oversight and evidence for decision-making.

**Evaluation syntheses**
Evaluation syntheses and systematic reviews present knowledge and draw together key lessons from a variety of existing sources in a useful way. They play a central role in learning.

**Impact evaluations**
Impact evaluations aim to attribute development results to a specific intervention, making the link between cause and effect.

**Thematic evaluations**
These evaluations focus on a specific topic or theme (e.g. SMEs, value chains, gender) and are also a central feature of the Bank’s knowledge output.

**Project performance evaluations (public sector)**
We validate Project Completion Reports, which are self-evaluations of public sector projects carried out by operations departments within the Bank, and synthesize lessons learned.

**Project cluster evaluations**
Cluster evaluations look at a group of similar or related interventions within a sector or theme in order to extract broader lessons across a number of interventions. They are focused on learning and do not make recommendations.

**Regional integration strategy evaluations**
The evaluations of regional integration strategies contribute to the Bank’s High 5 priority of Integrating ‘Africa’. These evaluations inform the design and implementation of future regional integration strategies.

**Project performance evaluations (private sector)**
Just like public sector project evaluations, the majority of private sector project evaluations are the validations of Bank self-evaluation reports. For private sector projects these are called Extended Supervision Reports.

**Corporate evaluations**
These evaluations aim to improve organizational effectiveness, which is crucial for development effectiveness. Corporate evaluations examine the Bank’s corporate policies, strategies, systems and processes.

**Country strategy and program evaluations**
These evaluations hold the Bank accountable for its performance and the results achieved in a certain country over a period of time, and are tailored to inform the design of new Country Strategy Papers (CSPs) based on the findings and lessons learned. The category also includes mid-term evaluations (formative evaluations designed to inform implementation of a program midway through) and CSP Completion Report Validation Notes (independent validations of the Bank’s self-assessments of country program performance).
HOW DO OUR EVALUATIONS IMPACT THE WORK OF THE AFRICAN DEVELOPMENT BANK?

Our work does not end once we have carried out an evaluation. We present all our evaluations to the Committee on Operations and Development Effectiveness (CODE) of the AfDB Board of Directors. The Management of the Bank presents its response at the same time, and sets out how it intends to implement IDEV’s recommendations. It commits to concrete actions, which are subsequently tracked through an action reporting mechanism called the Management Action Record System (MARS). We publish all our evaluations on our website, distribute electronic and physical copies throughout the Bank and beyond, organize dissemination events, and capture all findings, lessons and recommendations in a searchable public database called the Evaluation Results Database (EVRD). This all ensures that our evaluations are taken on board and used to improve the effectiveness and quality of the Bank’s policies, strategies and operations.

In addition to improving the development effectiveness of the Bank's work, we ensure that key policy-makers and stakeholders in African countries are aware of evaluative information and lessons learnt that are instrumental to future planning, programming, designs, and decision-making.
Quality, timeliness and relevance of evaluations

Effective dissemination, knowledge management, and action reporting mechanism

Impact on the policies, strategies, projects and processes of the African Development Bank
HOW ARE WE INDEPENDENT?

We are an independent function, offering objective feedback on how the Bank is performing. Our independence is laid down in the Bank’s Independent Evaluation Policy. Several mechanisms ensure the independence of our function and our work:

**Independence of our evaluators:** Our evaluators are not controlled or influenced by the staff or decision-makers responsible for the activities being evaluated, and have unencumbered access to all the information they need. The findings of the evaluations and their publication are also protected from any influence or pressure.

**Organizational independence:** Independent Development Evaluation reports directly to the Bank’s Board of Directors through CODE. The Board approves our three-year work program and budget, and receives all evaluations.

**Administrative independence:** The Evaluator General has authority over the implementation of our work plan, the conduct and content of evaluations and their publication, and the use of our budget, and takes full responsibility for personnel management. The Evaluator General is protected from pressure or influence by the Bank’s Management, and the Board of Directors leads his or her appointment and removal.
HOW DO WE CONTRIBUTE TO DEVELOPMENT EVALUATION IN AFRICA?

As a recognized center of excellence for development evaluation in Africa, Independent Development Evaluation advocates for robust evaluation practices on the continent. We contribute to various initiatives that foster evidence-based policy-making and a culture of evaluation in governments, parliaments and development institutions.

Publications and outreach

As part of our efforts to communicate our work, share knowledge and foster a culture of evaluation in Africa, we publish all our evaluation reports, complemented by knowledge products such as evaluation briefs and highlights. We also publish a quarterly magazine called eVALUation Matters, an Annual Report, and various ad hoc publications. These are all available on our website http://idev.afdb.org/.

All of the lessons learnt and recommendations from our evaluations are available in our searchable online evaluation results database, available at https://evrd.afdb.org/.

We regularly hold webinars and other knowledge events as part of our efforts to disseminate knowledge, contribute to discussions on current topics, and participate in the global evaluation community.
Evaluation capacity development

We actively support the improvement of evaluation capacity and the development of an evaluation culture both in the Bank and in African countries, through knowledge sharing, events, webinars, communities of practice, trainings, peer-to-peer learning, and participating in evaluation networks with our partner institutions. While our efforts in promoting an evaluation culture stimulate the demand for evaluations, we also support the supply of evaluative knowledge and expertise through capacity building initiatives and partnerships.

THE AFRICAN EVALUATION ASSOCIATION (AFREA)

Independent Development Evaluation sits on the board of AfrEA and collaborates with the association, including providing technical and financial support for its biennial conferences.
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AFRICAN PARLIAMENTARIANS’ NETWORK ON DEVELOPMENT EVALUATION (APNODE)
We support and host the secretariat of APNODE, a forum for parliamentarians in Africa to make use of and advocate for development evaluation.

EVALUATION PLATFORM FOR REGIONAL AFRICAN DEVELOPMENT INSTITUTIONS (EPRADI)
We are a founder of EPRADI, which was established in 2014 to harmonize evaluation methods and practices among sub-regional development institutions in Africa.

TWENDE MBELE
Twende Mbele is a South-South peer learning partnership in which countries collaborate on developing and implementing M&E systems that improve government performance and accountability to citizens. IDEV is one of the technical partners of the program.
Promoting an Evaluation Culture

APNODE
African Parliamentarians’ Network on Development Evaluation

EPRADI
Evaluation Platform for Regional African Development Institutions

AfREA
African Evaluation Association

Twende Mbele
Peer Learning Partnership on M&E

Promoting the supply of and demand for evaluation knowledge
International collaboration

We are an active member of the OECD-DAC Evaluation Network and of the Evaluation Cooperation Group (ECG), which comprises the evaluation functions of the international financial institutions. The ECG provides a forum for sharing evaluation experiences and methods, coordinating activities, and developing good practice standards and guidance.

We have built strong relationships and work closely with the Independent Evaluation Offices of partner organizations such as the International Fund for Agricultural Development, the International Monetary Fund, the Global Environment Facility, the United Nations Development Programme, UN Women, the Inter-American Development Bank, the Asian Development Bank, the Islamic Development Bank, and the World Bank, as well as centers of expertise such as the Centers for Learning on Evaluation and Results (CLEAR). These partnerships help us improve the quality of our evaluations and capacity development work while providing a platform to share lessons learned and recommendations for better development effectiveness across institutions.
FIND OUT MORE ABOUT IDEV

Our website
http://idev.afdb.org

Recent evaluations
http://idev.afdb.org/en/page/recent-evaluations

Evaluation Results Database:
Access the Bank’s self and independent evaluation reports. Find lessons learned and recommendations from evaluations using keywords, sectors, themes, countries and report types
https://evrd.afdb.org/
### SOME OF OUR EVALUATIONS

#### Agriculture and agro-industry
- Strengthening Agricultural Value Chains to Feed Africa  
  2018
- The African Development Bank’s Support for Agricultural Value Chains Development: Lessons for the Feed Africa Strategy  
  2018

#### Economic and financial governance
- Evaluation of the African Development Bank Group’s Program Based Operations: Private Sector Enabling Environment Cluster  
  2019
  2018

#### Energy and power
- Spurring Local Socio-Economic Development Through Rural Electrification  
  2018
- Powering Africa Through Interconnection  
  2018

#### Private sector
- Towards Private Sector Led Growth: Lessons of Experience  
  2016
- Evaluation of Bank Assistance to Small and Medium Enterprises (2006-2013)  
  2015
- Independent Evaluation of Bank Group Equity Investments  
  2015

#### Water and Sanitation
  2016
AfDB processes, policies, and strategies


Country and regional strategy and program evaluations


Sector evaluations Impact Evaluations Corporate Evaluations Country Strategy Evaluations
The Operations Evaluation Department is placed under the umbrella of the newly created Committee on Operations and Development Effectiveness.

The Board of Directors approves the independent evaluation policy and functional responsibilities of the Operations Evaluation Department (OPEV).


OPEV changes its name from operations evaluation to Independent Development Evaluation (IDEV) to better reflect its independence and its mandate.

The Independent Evaluation Strategy is adopted by the Board of Directors.

IDEV delivers a record number of 15 evaluations. AfDB Development Evaluation Week 2018 attracts over 450 participants.

The Independent Evaluation Policy is revised and approved by the Board. IDEV presents the Comprehensive Evaluation of Development Results, and hosts the AfDB Development Evaluation Week in Abidjan, attracting 250+ evaluation stakeholders.

First evaluation undertaken at the AfDB.

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