



Independent Development Evaluation 2019-2021 WORK PROGRAM

UPDATE FOR 2021

In November 2020, IDEV presented its annual update to the 2019-2021 Work Program for the year 2021 to the Committee on Operations and Development Effectiveness (CODE) of the AfDB Board of Directors. In particular, since the last work program update, IDEV had received requests for new evaluations. Following CODE's guidance on the new evaluations to include in the work program, IDEV returned to the Committee with an addendum, and CODE endorsed the revised Work Program. The update and addendum together provide a full overview of IDEV's Work Program for 2021.





Independent Development Evaluation 2019-2021 WORK PROGRAM

2021 UPDATE

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Acknowledgments

Task Manager	Andrew Ajuang ANGUKO, Chief Quality and Methods Advisor
Division Manager, Division 1	Rufael FASSIL
Division Manager, Division 2	Madhusoodhanan MAMPUZHASSERIL
Division Manager, Division 3	Karen ROT-MUNSTERMANN
Evaluator General	Karen ROT-MUNSTERMANN (OIC)

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Acronyms

ADF	African Development Fund
AfDB	African Development Bank
AfrEA	African Evaluation Association
APNODE	African Parliamentarians' Network on Development Evaluation
BDEV	Independent 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
CSPs	Country Strategy Papers
GCI	General Capital Increase
MARS	Management Action Record system
PCR	Project Completion Report
SNDR	Delivery Performance Management and Results
RMCs	Regional Member Countries
XSR	Extended Supervision Report

Executive Summary

The purpose of this document is to provide an update on the 2019-2021 work program for Independent Development Evaluation (BDEV), approved by the Board in February 2019. It reports on the progress of the department's overall work program, including on evaluations from previous work program periods due for delivery in 2020, and the effects of the COVID-19 pandemic on BDEV's activities. It provides the status of implementation of 2020 commitments as outlined in the 2019-2021 work program. It then gives an overview of the evaluations due to start in 2021, with proposed changes, and sets out the resource requirements.

Progress in 2020 and challenges posed by COVID-19 pandemic

BDEV is set to exceed its target and deliver a record seventeen (17) evaluations in 2020, in addition to the first BDEV Management Action Record System (MARS) report and two Project Completion Report (PCR)/Expanded Supervision Report (XSR) validation synthesis reports – a total of 20 evaluation products. BDEV has already delivered sixteen (16) evaluation products and four (4) other products are expected to be delivered by the end of the year.

BDEV continued to produce **knowledge and communication** products for completed evaluations presented to CODE (briefs, highlights, technical background reports). Its quarterly magazine Evaluation Matters and the BDEV 2019 Annual Report (“From Experience to Knowledge and Learning”) were also produced. It published two lesson notes on its website specifically to support the Bank's response to COVID-19: “Lessons from the Bank's Response to the 2014–2016 Ebola Crisis” and “Findings and Lessons from AfDB Crisis Response Budget Support Operations”. These lessons will help the Bank to effectively support the fight against COVID-19 pandemic and its economic consequences in Africa.

BDEV continued to support **evaluation capacity development** in the Bank and on the African continent both on the supply side and the demand side, among others by organizing four trainings and three webinars. It also organized a learning event in collaboration with the Bank's Agriculture, Human and Social Development Complex, to capitalize on the knowledge from various water sector evaluations and inform the Bank's new water policy currently being developed, as well as the implementation of the Feed Africa Strategy. More trainings, knowledge events and webinars are foreseen before the end of the year.

BDEV has initiated a number of steps to **strengthen engagement with relevant stakeholders**, especially Senior Management, throughout the evaluation process. In this regard, the recruitment of the four additional staff positions approved in the 2020 work program to increase stakeholder engagement is ongoing. In addition, BDEV has elaborated a guidance document on its Evaluation Process with 13 process steps, from Concept Note to Dissemination, which details who is to be consulted at each step and how this engagement is to be documented. This process has been followed for all evaluations presented to CODE so far in 2020, and continues to be followed as a standard practice.

The COVID-19 pandemic has posed challenges to the implementation of BDEV's 2020 work program. Mission and travel restrictions have affected the conduct of and methodological approaches to evaluations, in particular difficulties with on-site empirical data collection and access to institutions and key stakeholders, not available for interviews. BDEV continues to explore new ways of using remote interviewing and desk-based reviews, with reliance on alternative data sources and virtual/online communication tools in interaction with external stakeholders. Some of these approaches and technologies have been applied to support the ongoing Country Strategy and Program Evaluation of Gabon and the impact evaluation of the Last Mile Connectivity Energy Project in Kenya. In addition, the acquisition of secondary data sources to complement primary sources is being considered.

Looking Ahead to 2021

Twelve (12) evaluation products are due to be started in 2021. These include one project cluster evaluation, one impact evaluation, three country strategy and program evaluations, two sector/thematic evaluations, two corporate evaluations and one evaluation synthesis. In addition, the annual PCR and XSR validation synthesis report and the 2021 MARS report will be delivered.

Proposed Changes

BDEV proposes minimal changes to the 2021 work program. Since the 2020 work program update, Management and/or Board members have made requests for five other evaluations not currently included in the work program, among which an evaluation of the Bank's crisis response support to Regional Member Countries in the face of COVID-19. BDEV proposes to include this latter evaluation in the 2021 work program. BDEV seeks CODE's guidance on the other evaluations requested, because it does not have space to accommodate them in the 2021 work program, but could consider them if CODE decides to drop other evaluations.

Resource Requirements for Implementation of the 2021 Work Program

The COVID-19 pandemic is likely to have cost implications. Reduced travel by BDEV staff and fewer physical events will imply cost savings, but replacing physical field visits with the hiring of local consultants and/or the use of costly remote data collection technologies may actually increase costs.

The budget envelope proposed by BDEV management for the implementation of the 2021 work program amounts to UA 3.74 million in direct costs (i.e. excluding staff costs and overheads), a flat budget compared to 2020.

CODE is invited to take note of this work program update, to endorse the proposal for changes to the work program, and to endorse BDEV's work program and budget for 2021.

Introduction

The purpose of this document is to provide an update on BDEV's 2019-2021 work program, approved by the Board in February 2019¹. In line with previous practice, this document reports on the status of delivery in 2020 and proposes necessary changes to the BDEV work program for 2021, based on changing circumstances. The changes proposed to the work program aim to better align BDEV's work with the High 5s and, most importantly, to the needs for evaluative information. As the Bank is transforming, BDEV's role as provider of knowledge and lessons gains greater importance, and will be further strengthened by closer alignment with the Bank's priorities.

The document begins by recalling the approved 2019-2021 work program. The second section presents the progress of implementation of evaluations from previous work program periods in 2020 and the effects of COVID-19 on evaluation activities. This is followed by an overview of the implementation status of the 2020 commitments as outlined in the 2019-2021 work program. Finally, BDEV's work program update for 2021 and corresponding resource requirements are outlined.

Overview of the 2019-2021 Work Program

The 2019-2021 work program was initially proposed to CODE in three scenarios: the low, base and high cases. Each case presented corresponding levels of outputs and resource requirements. In February 2019, the Board approved a work program corresponding to the revised base-case scenario (Table 1).

Table 1: Overview of the 2019-2021 Work Program (Revised base case approved in February 2019)

BDEV Products by Launch Year	2019	2020	2021
Evaluations			
PCR validations	65 (with 10% field visits)	65 (with 10% field visits)	65 (with 10% field visits)
XSR validations	25	25	25
PCR/XSR validation synthesis reports	1	1	1
Project cluster evaluations	1	1	1
Impact evaluations	1	1	1
Country/Regional evaluations (including mid-term evaluations and completion report validations)	4	4	2
Sector/Thematic evaluations	2	2	2
Corporate evaluations	2	2	2
Evaluation syntheses	1	1	1
Knowledge Management, Dissemination and Outreach			
Internal events	10	10	10
External events	2	2	2
Evaluation Matters	4	4	4
Evaluation Week		1	
BDEV annual report	1	1	1

¹ ADB/BD/WP/2018/240/Rev.1/Approved. Since its approval in February 2019, the 2019-2021 Work Program has been updated twice, in November 2019 (ADB/BD/WP/2019/247) and in May 2020 (ADB/BD/WP/2019/247/Add.1/Approved).

BDEV Products by Launch Year	2019	2020	2021
MARS report (annual report on follow-up of recommendations)	1	1	1
Partnerships and Evaluation Capacity Development			
Support to platforms (APNODE; EPRADI)	2	2	2
Support to countries (via Twende Mbele)	5	6	7
Support to organizations (CLEAR; AfrEA)	1	1	1
Backbone			
MARS maintenance	1	1	1
Evaluation Results Database maintenance	1	1	1
Evaluation Manual	1		

Progress on the work program in 2020 and the effects of COVID-19

This section discusses the implementation of BDEV’s overall work program, including carry-overs from previous work program periods, and sets out the effects of the COVID-19 pandemic on the ongoing evaluation activities. BDEV is set to exceed its target and deliver 17 evaluations in 2020 (Table 2), in addition to the 2018 PCR validation synthesis report, the 2014-2019 XSR validation synthesis report, and the first BDEV MARS report – so 20 evaluation products in total. BDEV’s 2019 Annual Report has also been delivered. Knowledge management, learning events and evaluation capacity development initiatives are being undertaken as planned.

Evaluations

In 2020, BDEV has so far delivered² sixteen (16) evaluation products. These include: two project cluster evaluations (Access to Finance in Africa and Mainstreaming Green Growth and Climate Change); two impact evaluations (of irrigation projects in Malawi and of the Ffulso-Sawla road project in Ghana); two Country Strategy and Program Evaluations (CSPEs) for Egypt and Mali; four sector/thematic evaluations (Evaluation of the African Water Facility, Bank’s Role in Access to Finance in Africa, Energy sector evaluation update, and evaluation of the Bank’s Private Sector Development strategy); three corporate evaluations (Bank’s Fragility Strategy, Mainstreaming Green Growth and Climate Change, and Civil Society Engagement); one evaluation synthesis (Gender Mainstreaming); the 2014-2019 XSR validation synthesis report and the 2019 BDEV MARS report. In addition, three other evaluations will be delivered before the end of the year (of the Bank’s Partnerships, Syndication, and the Bank’s Portfolio review and restructuring policy), in addition to the 2018 PCR validation synthesis report. It is important to note that the evaluation of the Bank’s Partnerships included in the work program was split into two products, namely one report on the Bank’s financial and non-financial Partnerships (Trust Funds, co-financing, coordination & cooperation, and knowledge, advisory services and policy dialogue) and one on Syndication. The implementation progress of the evaluation products in 2020 is summarized in Table 2 below.

² BDEV’s definition of delivery is as follows: (i) for evaluations requiring 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 synthesis, comparative studies, etc.): the date the report is distributed to the Board.

Table 2: Implementation progress of evaluation products from previous work program years for delivery in 2020

BDEV Product Lines and Products	Work Program Year	Status as of 23/10/2020	(Expected) Delivery by
2018 PCR validations: 65 with 10% field visits	2019	Completed	Available in EVRD
2014-2019 XSR validations	2019	Completed	Available in EVRD
2018 PCR validation synthesis report	2019	Ongoing	To be shared with CODE Q4 2020 for information
2014-2019 XSR validation synthesis report	2019	Delivered	To be presented to CODE December 2020 or Jan. 2021
Project cluster evaluations			
Access to Finance in Africa	2018	Delivered	Presented to CODE 17 July 2020
Transport	2019 (started 2020)	Ongoing	Q1 2021
Mainstreaming Green growth	2018	Delivered	To be presented to CODE December 2020 or Jan. 2021
Impact evaluations			
Impact Evaluation of Irrigation projects in Malawi	2018	Delivered	Presented to CODE 25 September 2020
Impact Evaluation of Ghana Ffulso-Sawla Road Project	2018	Delivered	To be presented to CODE December 2020
Impact Evaluation of Last Mile Connectivity Energy Project- Kenya	2019	Ongoing	Q1 2021
Country/Regional evaluations			
Egypt CSPE	2018	Delivered	Presented to CODE 30 September 2020
Mali CSPE	2018	Delivered	Presented to CODE 22 September 2020
Gabon CSPE	2018	Ongoing	Q1 2021
Mauritania CSPE	2019 (started 2020)	Ongoing	Q4 2021
Djibouti CSPE	2019 (started 2020)	Ongoing	Q4 2021
Sector/Thematic evaluations			
African Water Facility Trust Fund (AWF)	2019	Delivered	Presented to CODE 29 June 2020
Access to Finance	2018	Delivered	Presented to CODE 17 July 2020
Private Sector Development Strategy	2019	Delivered	Presented to CODE 17 July 2020
Energy Sector Evaluation (1999-2018)	2019	Delivered	To be presented to CODE 17 Nov. 2020
Evaluation of the Bank's Partnerships	2019	Ongoing	Q4 2020, to be presented to CODE Q1 2021

BDEV Product Lines and Products	Work Program Year	Status as of 23/10/2020	(Expected) Delivery by
Evaluation of the Bank's Syndication	2019	Ongoing	Q4 2020, to be presented to CODE Q1 2021
Corporate evaluations			
Bank's Fragility Strategy	2018	Delivered	Presented to CODE 3 July 2020
Mainstreaming Green Growth and Climate Change into Bank's Strategies and Operations	2018	Delivered	Q4 2020, to be presented to CODE Dec. 2020 or Jan. 2021
Evaluation of the Bank Group Policy on Portfolio Review and Restructuring	2019	Ongoing	Q4 2020, to be presented to CODE Q1 2021
Evaluation of Civil Society Engagement	2019	Delivered	To be presented to CODE 8 Dec. 2020
Evaluation syntheses			
Gender Mainstreaming	2019	Delivered	Presented to CODE 21 January 2020
BDEV MARS Report			
BDEV MARS report 2019	2019	Delivered	Presented to CODE 13 July 2020

Knowledge Management, Dissemination and Outreach

Evaluations are published and disseminated after having been shared with CODE. BDEV continued to produce knowledge and communication products for each completed evaluation, including briefs, highlights, and internet-based knowledge sharing including webinars, to respond to stakeholders' knowledge needs. It has also published its quarterly magazine *Evaluation Matters*: "Promoting an evaluation culture in 2020 and beyond" (Q1) and "Preparing evaluation of the future: Big data, modern technologies, and shifts in global development priorities" (Q2). The Evaluation Matters (Q3) Special Edition on the AfDB Development Evaluation Week 2020 will be produced when the Evaluation Week (planned for September 2020, but postponed) has taken place. The 2019 BDEV Annual Report was also produced. Moreover, BDEV continued to keep the MARS and the EVRD up-to-date with evaluation recommendations and results, and produced its first MARS report that was presented to CODE in July 2020. It also recently upgraded the BDEV website.

BDEV is contributing to the fight against the COVID-19 pandemic with relevant and actionable knowledge to help the AfDB respond more effectively to the crisis. To respond effectively to such a major emergency, learning from past experience is critical. Consequently, BDEV created a COVID-19 microsite with pertinent resources, and produced and published two Lesson Notes specifically to support the Bank's response to COVID-19: "Lessons from the Bank's Response to the 2014–2016 Ebola Crisis" and "Findings and Lessons from AfDB Crisis Response Budget Support Operations". These lessons will help the Bank to fight the outbreak of COVID-19 and its economic consequences in Africa. Together with the Quality Assurance Division (SNOQ), BDEV organized a workshop on the Quality of PCRs, which was attended by more than 300 Bank staff.

BDEV has recently done a substantial amount of work on water and sanitation, agricultural water management and irrigation, including evaluations of the Bank's support to the water sector, rural water & sanitation, urban water & sanitation, agricultural water management, the African Water Facility, and irrigation projects in Malawi, among others. To capitalize on the knowledge from the evaluations, and inform the Bank's new water policy being developed as well as the implementation of the Feed Africa Strategy, BDEV together with the Water and Sanitation Department (AHWS), the Agriculture and Agro-Industry Department (AHAI) and the Agricultural Finance and Rural Development Department (AHFR)

organized a learning event on 30 July 2020. Further events to share lessons from BDEV evaluations with stakeholders both inside and outside the Bank are planned. Finally, BDEV aims to hold its Evaluation Week (which was planned for September, but had to be postponed) in early December 2020.

Evaluation Capacity Development and Partnerships

BDEV supports evaluation capacity development, both within the Bank and in Regional Member Countries (RMCs), on the supply side as well as the demand side of evaluation. In 2020, BDEV has so far organized three evaluation trainings for its staff (on report writing, change leadership, and fundamentals of rigorous impact evaluation) and webinars for a wider audience. Webinar topics have included "Implementing the UN 2030 Agenda & its SDGs", "Rapid Evaluation" and remote data collection techniques, and further trainings and webinars are planned for the rest of the year (Table 3).

BDEV supports the supply side of evaluation on the continent through 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), and to pursue partnerships to build capacity and promote a culture of evaluation, including with organizations like EvalPartners, CLEAR, UNDP and UN-Women.

Table 3: Knowledge, Evaluation Capacity Development and Partnerships Activities

Name	Status	Expected Delivery
Workshop on PCR Quality	Completed	Delivered 7 July 2020
Learning Event: Integrating lessons from BDEV Water evaluations in Feed Africa and WASH Operations	Completed	Delivered 30 July 2020
Learning Event: Towards Better Design and Implementation of the Bank's Irrigation Interventions	Planned	29 October and 5 November 2020
Evaluation Week	Planned	December 2020
Training: Report Writing	Completed	Delivered 5 March 2020
Webinar: Rapid Evaluation	Completed	Delivered 3 June 2020
Webinar: Implementing the UN 2030 Agenda & its SDGs	Completed	Delivered 8 June 2020
Webinar: Joint webinar with the World Bank and Asian Development Bank evaluation departments on remote data collection techniques.	Completed	Delivered 5 October 2020
Training: Change Leadership	Completed	Delivered 14 July 2020
Training on Fundamentals of Rigorous Impact Evaluation	Completed	12-16 October 2020
Training on Evaluation Design and Approaches	Planned	November/December 2020

BDEV's efforts to strengthen stakeholder engagement

BDEV has initiated a number of steps to strengthen engagement with relevant stakeholders, especially Senior Management, throughout the evaluation process. The department is currently recruiting the additional approved staff (four positions) to increase stakeholder engagement.

In addition, BDEV has elaborated a guidance note on its Evaluation Process with 13 process steps, from Concept Note to Dissemination, which details who is to be consulted at each step (including Senior Management, the Evaluation Reference Group (ERG), and the relevant Executive Director) and how this engagement is to be documented. The Process is accompanied by a Responsibility Assignment Matrix with an indicative timeline and a set of flowcharts which depict the process in visual form.

The draft evaluation summary report, including the draft recommendations, is to be discussed with the ERG, and the minutes of the meeting together with the matrix of how comments have been addressed

are to be shared with the ERG. Following submission of the evaluation summary report for Management Response, SNDR organizes a “kick-off” meeting between the Lead Department, BDEV and itself, at which the recommendations may be further clarified, as necessary. This process has been followed for all evaluations presented to CODE so far in 2020, and continues to be followed as a standard practice.

Implications of COVID-19 for ongoing/planned evaluation activities

There have been changes in BDEV’s way of working since the outbreak of COVID-19 pandemic. It has 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 are less or not available for interviews. To address these challenges while continuing to implement its work program, BDEV has employed remote data collection tools, such as virtual/online communication tools in interaction with external stakeholders and Reference Groups (Webex/Zoom/MS Teams, mobile devices, email, online tools etc.), and new sources of evidence (e.g. “big data” , geo-spatial data sets) are being considered and applied in some cases where feasible. For example, we have fostered the use of remote data collection tools in the CSPE Gabon and the Impact Evaluation of the Last Mile Connectivity Energy Project in Kenya, where we have used remote interviews and benefited from the contribution of local experts and consultants. We have also supported the organization of web conferences instead of in-person workshops for the presentation of evaluation conclusions.

BDEV will have to reflect on, and factor in, both the direct and indirect effects of COVID-19 in any type of sector or thematic issue that is subject to planned (and ongoing) evaluations in the work program. Where possible, we have and will continue to adjust the conduct of the ongoing evaluations to the circumstances. In certain cases, the evaluation may take longer than initially planned. For PCR validations, it may not be possible to conduct the 10% field visits, in which case the affected validation(s) will have to be undertaken as a desk review.

Status of Implementation of 2020 Commitments as Outlined in the 2019-2021 Work Program

In addition to the evaluation products from previous work program years ongoing in 2020, BDEV was due to launch 11 more evaluation products in 2020, as per the approved work program. Eight of these evaluations are ongoing and three will be launched soon. The evaluations of the ADOA Framework and of the Bank Group Policy on Non-Concessional Debt Accumulation, introduced as a change to the 2020 work program and endorsed by CODE in May 2020³, have been launched recently. The 2020 BDEV MARS Report will be launched soon. Table 4 gives a summary of the implementation status of the 2020 commitments.

Table 4: Overview of 2020 commitments as outlined in the 2019-2021 work program

Evaluation type	Status	Alignment with needs for evaluative information
Validation		
2019 PCR validations: 65 (with 10% field visits)	Ongoing	Evaluative information: To provide the Bank’s Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB. High 5s: All the High 5s
2019 XSR validations	Completed	

³ BDEV 2019-2021 work program: Changes to the 2020 work program (ADB/BD/WP/2019/247/Add.1/Approved, 13-5-2020).

Evaluation type	Status	Alignment with needs for evaluative information
2019 PCR validation synthesis report 2019 XSR validation synthesis report	To be started: delivery in Q1 2021 Included in 2014-2019 synthesis report, delivered 17 September 2020	Evaluative information: To provide the Board with an annual report on the quality of self-evaluation in the Bank High 5s: All the High 5s
Impact		
Institutional Support to Governance	To be started: To be delivered in Q4 2021	Evaluative information: To provide the Bank's management with useful lessons regarding the Bank Group Policy on Good Governance which is due for revision High 5s: Improve the quality of life for Africans
Country/regional		
Uganda	Ongoing: To be delivered in Q3-2021	Evaluative information: CSPs of these countries are ending in 2021. The evaluations will provide lessons that will feed into the development of the next CSPs. High 5s: All the High 5s
Rwanda	Ongoing: To be delivered in Q3-2021	
Angola	Ongoing: To be delivered in Q3-2021	
Benin	Ongoing: To be delivered in Q3-2021	
Sector/Thematic		
ADOA Framework evaluation	Ongoing: To be delivered in Q1 2021	Evaluative information: To inform the revision of the ADOA Framework. One of the GCI Commitments (Action 8) is to have the current ADOA Framework (Framework 2.0) revised by 2021. High 5s: All the High 5s
Evaluation of Non-Sovereign Operations	Ongoing: To be delivered in Q2-2021	Evaluative information: To inform the implementation of (the successor to) the Private Sector Development Strategy, which is due for revision. High 5s: All the High 5s
Corporate		
Evaluation of the Bank Group Policy on Non-Concessional Debt Accumulation (2011)	Ongoing: To be delivered in Q2 2021	Evaluative information: To inform the review of the current policy, which is planned for revision as a result of the ongoing debt trends/dynamics in LICs and the recent IMF revision of its policy on Debt Limits. High 5s: All the High 5s
Evaluation of the Bank's Results Measurement Framework 2016-2025	Ongoing. To be delivered in Q1-2021	Evaluative information: Midway through the duration of the framework, this formative evaluation will provide lessons that will contribute to better understanding of its implementation and help management to improve the execution for the rest of the period. High 5s: All the High 5s

Evaluation type	Status	Alignment with needs for evaluative information
Evaluation synthesis		
Response to Inclusive Growth	To be started: To be delivered in Q3-2021	<p>Evaluative information: To provide Management with lessons regarding the effectiveness of inclusive growth strategies and as a follow up to the Briefing Notes for AfDB's Long-Term Strategy on Inclusive Growth Agenda-Briefing Note 6-2012.</p> <p>High 5s: Improve the quality of life for the people of Africa</p>

BDEV's Work Program Update for 2021

Table 5 provides an overview of the proposed work program for 2021 evaluation products. BDEV plans to continue delivering 10-12 high level evaluations annually. In addition, BDEV will conduct Knowledge Management and Capacity Building initiatives as indicated in Table 6.

Table 5: Overview of evaluations due to start in 2021 with proposed changes

Title	Status	Focus	Alignment with needs for evaluative information
Validation			
2020 PCR validations: 65 (with 10% field visits) 2020 XSR validations	Planned	BDEV 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.
2020 PCR Validation Synthesis report 2020 XSR Validation Synthesis report	Planned	BDEV annually produces a number of PCR and XSR validation notes. It will, on an annual basis, synthesize the results of the PCR and XSR validation notes for reporting on the quality of self-reporting on project performance at the Bank, and will draw relevant lessons and good practices for use by the Bank's operations staff. The lessons learned and good practices will also be uploaded to the evaluation results and lessons learned database for wider dissemination.	<p>Evaluative information: To provide the Board with an annual report on the quality of self-evaluation in the Bank</p> <p>High 5: All the High 5s</p>
Cluster Evaluation			
Management of African Development Fund projects in RMCs	Planned	The ADF contributes to the promotion of economic and social development in 40 least developed African countries by providing concessional funding for projects and programs, as well as technical assistance for studies and capacity-building activities. This evaluation will	<p>Evaluative information: The evaluation will provide useful lessons for ADF replenishment discussions in 2022.</p> <p>High 5s: All the High 5s</p>

Title	Status	Focus	Alignment with needs for evaluative information
		focus on a cluster of ADF projects that offer lessons on effective management of resources, to draw lessons for future design and implementation.	
Impact Evaluation			
Support for a Technical, Industrial, Vocational and Entrepreneurship Training Project (TIVET)	Planned	The evaluation will focus on the project impacts including on gender, household productivity, income and poverty, employment and student's performance.	<p>Evaluative information: This evaluation will inform the implementation of the successor to the AfDB Human Capital Strategy for Africa 2014–2018, which is currently under revision.</p> <p>High 5s: Improve the Quality of life for the people of Africa</p>
Country/Regional evaluation			
São Tomé and Príncipe CSPE	Planned	BDEV will evaluate the CSP for São Tomé and Príncipe in 2021 in order to inform the expected discussions of the new CSP for the country in 2022. The evaluation will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes. BDEV will also validate Management's Mid-Term Review of the Eswatini CSP and will conduct a CSP-CRV for a CSP that has used the new Completion Report template and guidelines.	<p>Evaluative information: The CSP of this country is ending in 2022. The evaluation will provide lessons that will feed into the development of the next CSP.</p> <p>The CSP MTR will contribute to decisions to address implementation issues and required changes in priorities, if any.</p> <p>The CSP Completion Report Validation will look at the core evaluation criteria based on a) the evidence provided in the CSP CR; b) its quality, consistency, and candidness with reporting results; and c) CSP objectives proposed for the country's development needs.</p> <p>High 5s: All the High 5s</p>
Eswatini CSP Mid-Term Review validation	Planned		
CSP Completion Report Validation TBD	Planned		
Sector/Thematic evaluation			
Bank's Strategy for Jobs for Youth in Africa (2016–2025)	Planned	This evaluation will focus on the quality of the strategy, and its enabling factors and barriers.	<p>Evaluative information: Midway through the duration of the strategy, this formative evaluation will provide lessons about implementation and effectiveness of the</p>

Title	Status	Focus	Alignment with needs for evaluative information
			strategy, to help Management improve implementation for the remainder of the period. High 5s: High 5: Improve the Quality of life for the people of Africa
Bank's support to Renewable Energy (Geothermal, Hydro, Solar, Wind, etc.)	Planned	The evaluation will focus on the efficiency, effectiveness, impact and sustainability of the Bank's support to renewable energy interventions, including geothermal, hydro, solar and wind energy.	Evaluative information: To provide lessons that will guide the implementation and effectiveness of the AfDB Energy Strategy 2016–2025, and the Energy Sector Policy of the African Development Bank Group (2012). High 5s: Light up and Power Africa
Corporate evaluation			
Bank's Strategy for 2013–2022	Planned	The areas of special emphasis include fragile states, agriculture/food security and gender, while the operational priorities consist of infrastructure development; regional economic integration; private sector development; governance and accountability and skills and technology. In 2021, one year before the current strategy expires, BDEV will start an evaluation of the strategy, with specific focus on the key objectives, areas of special emphasis and operational priorities. The lessons will inform the way forward.	Evaluative information: Following Management's own mid-term review, to provide lessons that will inform the development of a successor to the Bank's Strategy 2013–2022. High 5s: All the High 5s
Bank's crisis response support to RMCs in the face of COVID-19	Proposed to be considered by CODE	To assess the relevance, coherence, effectiveness and efficiency of the Bank's crisis support package for RMCs (notably the Crisis Response Facility) and to generate lessons to inform its response to future crises.	Evaluative information: Provide an assessment of the design and effectiveness of the Bank's response package (including the CRF) and help draw useful lessons for the design and implementation of the Bank's future rapid intervention tools. High 5s: All the High 5s
Evaluation synthesis			
Support for Agriculture and	Planned	This will be a synthesis of relevant and credible	Evaluative information: To generate lessons that

Title	Status	Focus	Alignment with needs for evaluative information
Agribusiness Growth and Productivity		evaluations of international support for agriculture and agribusiness growth and productivity from other international development agencies as well as the relevant literature, to draw pertinent lessons for the Bank and other stakeholders.	will inform the implementation of the Feed Africa Strategy (2016–2025) and Agriculture Transformation Strategy (2016–2025). High 5s: Feed Africa

Table 6: Knowledge Management and Capacity Development Activities for the 2021 work program

Title	Number	Status
Knowledge management/Dissemination/Outreach		
Internal events	10	Planned
External events	2	Planned
Evaluation Matters	4	Planned
BDEV annual report	1	Planned
MARS report	1	Planned
Evaluation Capacity Development		
Support to platforms (APNODE; EPRADI ⁴)	2	Planned
Support to countries (via Twende Mbele)	7	Planned
Support to organizations (CLEAR; AfrEA)	1	Planned
Backbone		
MARS maintenance	1	Planned
Evaluation Results Database maintenance	1	Planned

Additional Requests for Evaluations

Since the last Work Program Update endorsed by CODE, BDEV has received requests from Board members and/or Management to consider conducting the following independent evaluations:

1. Evaluation of the AfDB's Experience with Counterpart Funding;
2. Evaluation of the Bank's Information Technology Strategy;
3. In-depth evaluation of the Transition Support Facility (TSF);
4. Evaluation of the 1997 Supplementary Financing policy (in view of Management's plans to update the policy into a new additional financing policy); and
5. Evaluation of the Bank's response to COVID-19 / Crisis Response Facility (CRF).

In addition, BDEV received bilateral requests from various Bank departments to undertake evaluations of the Bank's Knowledge Management Strategy 2015-2020, the Bank's Ethics Office, and the Multi-Partner Somalia Infrastructure Fund, but we have agreed with these departments to provide technical support to an external evaluation instead: reviewing the proposed evaluation process, reviewing the

⁴ Evaluation Platform for Regional African Development Institutions.

ToRs, joining the evaluation reference group, reviewing the inception report, the draft evaluation report, etc.

BDEV acknowledges the above-mentioned five requests, and proposes to honor the request to conduct an evaluation of the Bank’s response to COVID-19, as a corporate evaluation, starting in 2021. With the evaluation of the Non-Concessional Debt Accumulation Policy, originally foreseen to start in 2021, having been pulled forward to 2020, a slot for a corporate evaluation is available in 2021. We propose that the evaluation of the Bank’s COVID-19 response focus on the relevance, coherence, effectiveness and efficiency of the Bank’s package of support for RMCs, of which the CRF is the most notable element, but flanked among others by a USD 3 bn social bond, a support operation for the WHO, reallocation of existing resources and freeing up of resources through cancellations, and coordination and collaboration with other development agencies. The main purpose would be to generate lessons which may inform the Bank’s response to future crises.

BDEV seeks CODE’s guidance on the other evaluations requested. Since the 2021 Work Program is now full, BDEV can only accommodate additional evaluations if CODE decides to drop other evaluations.

Resource Requirements for implementation of the 2021 Work Program

This section presents the proposed budget for BDEV’s 2021 work program. For direct costs (consultants, missions and meetings) BDEV proposes a flat budget of UA 3.74 million as compared to 2020, in line with the scenario endorsed by CODE in November 2019. The COVID-19 pandemic is likely to have cost implications: reduced travel by BDEV staff and fewer physical events will imply cost savings, but replacing physical field visits with the hiring of local consultants and/or the use of costly remote data collection technologies may actually increase costs. As concerns staff costs and overheads, BDEV will respect the amounts included in the Bank’s overarching Program and Budget Document, once these have been agreed with the Board. Concretely, BDEV proposes the following budget for 2021, which represents no increase as compared to 2020 (Table 7).

Table 7: Overview of the budget proposal for 2021 (UA million)

Budget lines	2020 Approved in November 2019	2021 Proposed
Direct Costs (consultancy + missions + meetings)	3.74	3.74
Staff costs (from PBD)	3.78	3.78*
Overheads (from PBD)	0.77	0.77*
Total	8.29	8.29

*: to be updated once the 2021 PBD is approved

BDEV believes that with this budget envelope it will be in a position to deliver on its 2021 work program agreed with the Board. Should additional evaluations be required by CODE, BDEV would, however, have to request additional funding. Depending on the complexity of the evaluation, an estimate of one reasonably complex evaluation is around UA 250,000.

CODE is invited to take note of this work program update, to endorse the proposal for change to the work program, and to endorse BDEV’s work program and budget for 2021.



Independent Development Evaluation 2019-2021 Work Program

Addendum to the 2021 Work Program
Update

November 2020



Acknowledgements

Task Manager	Andrew Ajuang ANGUKO
Division Manager, Division 1	Rufael FASSIL
Division Manager, Division 2	Madhusoodhanan MAMPUZHASSERIL
Division Manager, Division 3	Karen ROT-MÜNSTERMANN
Evaluator General	Karen ROT- MÜNSTERMANN (Acting)

Introduction

This note is an addendum to the BDEV work program update for 2021, presented to CODE on 10 November 2020⁵. BDEV had received five requests for new evaluations between the last work program update and the distribution of the 2021 update (since then, one had dropped off the list). BDEV requested guidance from CODE on prioritizing these requests, indicating that only one open slot was available and that for additional evaluations, the principle “one in, one out” would have to be applied.

Out of the additional requests:

- CODE and other Board members endorsed the BDEV proposal to carry out an Evaluation of the Bank's Response to COVID-19 / Crisis Response Facility (CRF) in 2021.
- CODE and other Board members requested that BDEV prioritize for 2021: a) Evaluation of the Transition Support Facility (TSF); and b) Evaluation of Counterpart Funding. The evaluation of the TSF will follow up on the BDEV evaluation of the Bank's Fragility Strategy⁶, and an evaluation of Counterpart Funding is expected to inform decision-making regarding revision of the Policy on Eligible Expenditures approved in 2008.

To make space for these new evaluations in the work program, Board members advised that the number of PCR and XSR validations be reduced and the planned impact evaluation of a TIVET project be dropped. Board members asked BDEV to consider this guidance, to make estimates of the cost savings that could be realized, and the cost of the two new evaluations, and to report back to CODE in two weeks.

In order to estimate the cost of the evaluations of Counterpart Funding and the TSF, BDEV consulted Senior Management, the relevant Bank departments, and a number of EDs on the scope of these evaluations and the key issues that should be addressed. These consultations were only preliminary, to determine the indicative scope for the purposes of this note, and do not replace the full scoping phase that will be undertaken as part of the standard evaluation process.

Evaluation of Counterpart Funding

Counterpart funding or cost sharing in Bank Group-financed public sector projects is addressed in the Policy on Expenditure Eligible for Bank Group Financing, which was approved by the Board in May 2008.⁷ One key objectives of the policy is to define a tailored and flexible approach in the Bank Group's assistance to its Regional Member Countries (RMCs) and to ensure the government's commitment and ownership of the projects through counterpart funding. According to the policy, the African Development Bank (ADB) should be able to finance more than 50% of the total project/program costs, while the African Development Fund (ADF) should be able to finance more than 90% of the total project/program costs and more than 95% of the total cost of studies, up to a limit that does not exceed 100%. The percentage of costs financed by the Bank is assessed on a case-by-case basis according to the following criteria: the country's commitment to implement its overall development program; the financing allocated by the country to sectors targeted by Bank assistance; and the country's budget situation and debt level.

Scope of the Evaluation

Consultations with the Senior Management of the Bank and review of the responses from the Board members on the document “Counterpart Funding: Experience and Lessons Learnt” from April 2020 and the Technical Session in June 2020, highlight the following issues to be included in the scope of the evaluation:

⁵ ADB/BD/WP/2020/244

⁶ ADB/BD/WP/2020/147

⁷ ADB/BD/WP/2007/106/Rev.2-ADF/BD/WP/2007/72/Rev.2

- Relevance of counterpart funding as an instrument to share risks and ensure country commitment to the project/program; coherence with other Bank policies; and awareness about the provisions of the policy among Bank staff as well as external stakeholders.
- Challenges in the implementation of counterpart financing, including inadequate country capacity and the limited understanding of the use of Country Financing Parameters (CFPs) to guide expenditure eligibility decisions.
- Constraints faced by RMCs in providing counterpart funds after project approval.
- The application of the factors that determine the counterpart funding as captured by the CFPs (which include the macroeconomic situation, the development needs of the country and its fiduciary environment), and whether the CFPs are attached to the CSP to ensure the Board has a full picture of counterpart arrangements both at strategic and operational levels.
- Effectiveness of the policy in achieving the intended objectives and contribution to development outcomes; differential outcomes in terms of the extent of counterpart funding, country types and sectors.
- Efficiency in ensuring compliance and delivery of Bank operations.
- Lessons learnt from the implementation of counterpart funding in AfDB operations and the experience of other comparator institutions.

Key stakeholders

The key stakeholders are the Bank's Management and Board, the funding contributors, RMC governments (finance and sector ministries), contractors and consultants. RDVP and SNSP jointly will be the Management counterpart for this evaluation.

Timeline

BDEV expects to complete the evaluation by the end of 2021.

Evaluation of the Transition Support Facility

Since this concerns a follow-up evaluation to BDEV's evaluation of the Bank Group's Strategy for Addressing Fragility and Building Resilience (2014-2019), in addition to the above-mentioned consultations, BDEV conducted a rapid knowledge and evidence gap analysis, which identified the gap that needs to be filled by this evaluation and proposed the preliminary objectives and scope of this evaluation.

Knowledge and Evidence gap analysis

Useful and important knowledge already exists from previous BDEV evaluations and other ongoing studies that can contribute to improving the performance of the TSF. These include: i) the 2012 BDEV Evaluation of the Assistance of the African Development Bank to Fragile States; ii) the 2020 BDEV evaluation of the Bank's Strategy for Addressing Fragility and Building Resilience in Africa (2014-2019); iii) the ongoing internal audit of Transition Support Instruments; and iv) the working paper on the TSF being prepared by the ADF working group as part of the mid-term review of the ADF, focusing on the resource allocation perspective. Nevertheless, previous evaluations show that despite the Bank's commendable efforts to roll out a streamlined TSF operational guideline to speed up TSF approvals and disbursements, some challenges such as the responsiveness of the TSF instrument, the eligibility criteria etc. remain, and are noticeable both internally and in RMCs. In this regard, this evaluation will allow BDEV to deep dive and evaluate issues while they are still relevant, thereby contributing to ensuring that the Bank's response is a success.

Objective

The goal of the TSF evaluation is to provide the Board and Management with timely and relevant evidence on the performance of the Bank's TSF, to inform its implementation, its responsiveness to the drivers of fragility and its ability to strengthen sources of resilience in RMCs, while also providing accountability for activities carried out to date. The main objectives are:

- To assess the relevance of the objectives of the instrument to meet the specific and changing needs of RMCs and/or regions in fragile situations;

- To assess the relevance of the TSF's eligibility criteria and 3 pillars, and its responsiveness in highly dynamic environments;
- To assess the degree of ownership of the instrument and its efficiency;
- To assess the effectiveness of the TSF and the performance of operations funded by the TSF in terms of addressing fragility and building resilience; and
- To assess the sustainability of the results and identify useful lessons and recommendations to inform the implementation of the facility.

Scope

The evaluation will cover all activities funded by TSF from 2014 to date, thus covering ADF 13 and 14 and the implementation period of the Operational Guidelines for the Implementation of the Strategy for Addressing Fragility and Building Resilience in Africa and for the Transition Support Facility approved in January 2015.

Timeline

The evaluation's formal inception phase will start in January 2021, and it is expected to be delivered in Q3 2021.

PCR and XSR validations

PCR and XSR validations serve three important purposes: they (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results. By assessing and reporting on the level of disconnect between operations departments' PCR/XSR ratings and those of the independent validations, the annual exercise is also expected to lead to an improvement in the quality of PCRs and XSRs, and a reduction in the disconnect over time. To achieve these objectives, it is important to select a statistically representative sample of PCRs/XSRs to validate to ensure that the data is representative of the portfolio, both overall and by sector, region and instrument. From the experience of the evaluation departments of sister Multilateral Development Banks and in line with the Evaluation Cooperation Group's Good Practice Standards, a stratified random sampling strategy with a sample size ranging from 50% to 100% of the circulated PCRs/XSRs is recommended.

Currently, BDEV's average sample size (stratified random sample) is approx. 65% of the circulated PCRs and XSRs: 2018 PCR validations were 65% of 99 PCRs, 2014-2019 XSR validations were 63% of 73 XSRs, and 2019 PCR validations were 67% of 96 PCRs. Compared to other MDBs, this is reasonable and justified. The validation notes are also an important line of evidence in BDEV's country, sector and thematic evaluations.

In 2021, BDEV originally planned to deliver up to 65 PCR validations (with 10% field visits), up to 25 XSR validations and a validation synthesis report in 2021. Bearing in mind CODE's advice to consider reducing the number of PCR and XSR validations, we propose as follows:

- **To maintain the number of PCR validations at (up to) 65:** given that Management has produced approx. 95-100 PCRs in recent years, we believe it important to maintain a statistically representative sample size;
- **To reduce the budget for the PCR validation field visits:** 10% field visits are foreseen. Given the continuing challenges with COVID-19 travel restrictions, and the experience we have gained with remote data collection, we believe the budget for the field visits can be reduced without impacting on quality;
- **To reduce the number of XSR validations from 25 to 15:** in recent years, the number of XSRs produced by Management has not reached the 25 foreseen in BDEV's work program. On the basis of historical trends, we can reduce the number of planned XSR validations to 15.
- **To postpone the validation synthesis report to 2022 or 2023:** in the current circumstances, we propose to focus on the validations and obtaining the necessary data rather than the annual synthesis report. Following the synthesis reports of the 2016, 2017, 2018 and 2019 validations, we believe that a synthesis report of 2020 validations will have a decreased marginal added value. We can combine the validations of the 2020 and 2021 PCRs and XSRs into a single synthesis report in 2022, or even combine three years of validations into a synthesis report in 2023. The Evaluation

Cooperation Group's Good Practice Standards recommend that a synthesis be prepared at least every three years.

Together, these proposals would save UA 82,000.

Resource Requirements

The costs for the evaluations of counterpart funding and the TSF are estimated at UA 346,000. This amount can be covered from the savings on the TIVET impact evaluation and BDEV's proposals concerning the PCR and XSR validations, as detailed in the table below:

Costs of Counterpart Funding & Transition Support Facility Evaluations	Amount (UA)
Counterpart Funding Evaluation	196,000
Transition Support Facility Evaluation	150,000
Total Cost	346,000
Savings from	
Dropping the impact evaluation of a TIVET project	264,000
Reducing the number of XSR validations from 25 to 15	45,000
Reducing the mission budget for PCR validation field visits	18,000
Postponing the PCR and XSR validation synthesis	19,000
Total Savings	346,000

BDEV therefore does not request additional budget for 2021 at this stage.

CODE is invited to endorse this Addendum to the 2021 work program update on a lapse of time basis.

Annex 1: Overview of evaluations due to start in 2021 with proposed changes

Title	Status	Focus	Alignment with needs for evaluative information
Validations			
2020 PCR validations: 65 (with 10% field visits) 2020 XSR validations: 15	Planned	BDEV will validate the performance of up to 65 completed public and 15 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.	Evaluative information: To provide the Bank's Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB.
2020 PCR Validation Synthesis report 2020 XSR Validation Synthesis report	Postponed	BDEV annually produces a number of PCR and XSR validation notes. It will, on an annual basis, synthesize the results of the PCR and XSR validation notes for reporting on the quality of self-reporting on project performance at the Bank, and will draw relevant lessons and good practices for use by the Bank's operations staff. The lessons learned and good practices will also be uploaded to the evaluation results and lessons learned database for wider dissemination.	Evaluative information: To provide the Board with an annual report on the quality of self-evaluation in the Bank High 5: All the High 5s
Cluster Evaluations			
Management of African Development Fund projects in RMCs	Planned	The ADF contributes to the promotion of economic and social development in 40 least developed African countries by providing concessional funding for projects and programs, as well as technical assistance for studies and capacity-building activities. This evaluation will focus on a cluster of ADF projects that offer lessons on effective management of resources, to draw lessons for future design and implementation.	Evaluative information: The evaluation will provide useful lessons for ADF replenishment discussions in 2022. High 5s: All the High 5s
Impact Evaluations			
Support for a Technical, Industrial, Vocational and Entrepreneurship Training Project (TIVET)	Cancelled	The evaluation will focus on the project impacts including on gender, household productivity, income and poverty, employment and student's performance.	Evaluative information: This evaluation will inform the implementation of the successor to the AfDB Human Capital Strategy for Africa 2014–2018, which is currently under revision.

Title	Status	Focus	Alignment with needs for evaluative information
			High 5s: Improve the Quality of life for the people of Africa
Country/Regional evaluations			
São Tomé and Príncipe CSPE	Planned	BDEV will evaluate the CSP for São Tomé and Príncipe in 2021 in order to inform the expected discussions of the new CSP for the country in 2022. The evaluation will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes.	Evaluative information: The CSP of this country is ending in 2022. The evaluation will provide lessons that will feed into the development of the next CSP.
Eswatini CSP Mid-Term Review validation	Planned		
CSP Completion Report Validation TBD	Planned	BDEV will also validate Management's Mid-Term Review of the Eswatini CSP and will conduct a CSP-CRV for a CSP that has used the new Completion Report template and guidelines.	The CSP MTR will contribute to decisions to address implementation issues and required changes in priorities, if any. The CSP Completion Report Validation will look at the core evaluation criteria based on a) the evidence provided in the CSP CR; b) its quality, consistency, and candidness with reporting results; and c) CSP objectives proposed for the country's development needs. High 5s: All the High 5s
Sector/Thematic evaluations			
Bank's Strategy for Jobs for Youth in Africa (2016–2025)	Planned	This evaluation will focus on the quality of the strategy, and its enabling factors and barriers.	Evaluative information: Midway through the duration of the strategy, this formative evaluation will provide lessons about implementation and effectiveness of the strategy, to help Management improve implementation for the remainder of the period. High 5s: Improve the Quality of life for the people of Africa
Bank's support to Renewable Energy (Geothermal, Hydro, Solar, Wind, etc.)	Planned	The evaluation will focus on the efficiency, effectiveness, impact and sustainability of the Bank's support to renewable energy interventions, including geothermal, hydro, solar and wind energy.	Evaluative information: To provide lessons that will guide the implementation and effectiveness of the AfDB Energy Strategy 2016–2025, and the Energy Sector Policy of the African Development Bank Group (2012). High 5s: Light up and Power Africa
Evaluation of the Transition Support Facility	Planned	The evaluation will cover all activities funded by TSF from 2014 to date, thus covering ADF 13 and 14 and the	Evaluative information: The goal of the TSF evaluation is to provide the Board and Management with timely and

Title	Status	Focus	Alignment with needs for evaluative information
		implementation period of the Operational Guidelines for the Implementation of the Strategy for Addressing Fragility and Building Resilience in Africa and for the Transition Support Facility approved in January 2015.	relevant evidence on the performance of the Bank's TSF, to inform its implementation, its responsiveness to the drivers of fragility and its ability to strengthen sources of resilience in RMCs, while also providing accountability for activities carried out to date High 5s: All the High 5s
Corporate evaluations			
Bank's Strategy for 2013–2022	Planned	The areas of special emphasis include fragile states, agriculture/food security and gender, while the operational priorities consist of infrastructure development; regional economic integration; private sector development; governance and accountability and skills and technology. In 2021, one year before the current strategy expires, BDEV will start an evaluation of the strategy, with specific focus on the key objectives, areas of special emphasis and operational priorities. The lessons will inform the way forward.	Evaluative information: Following Management's own mid-term review, to provide lessons that will inform the development of a successor to the Bank's Strategy 2013–2022. High 5s: All the High 5s
Bank's crisis response support to RMCs in the face of COVID-19	Planned	To assess the relevance, coherence, effectiveness and efficiency of the Bank's crisis support package for RMCs (notably the Crisis Response Facility) and to generate lessons to inform its response to future crises.	Evaluative information: Provide an assessment of the design and effectiveness of the Bank's response package (including the CRF) and help draw useful lessons for the design and implementation of the Bank's future rapid intervention tools. High 5s: All the High 5s
Evaluation of Counterpart Funding	Planned	Areas of focus would include relevance of counterpart funding as an instrument to share risks and ensure country commitment to projects/programs; coherence with other Bank policies; challenges in the implementation of counterpart financing; effectiveness of the policy in achieving the intended	Evaluative information: Provide an assessment of the relevance, coherence, effectiveness and efficiency of the Bank's Policy on Eligible Expenditure. It will also contribute to the ADF-15 Mid-Term Review meeting in November 2021. High 5s: All the High 5s

Title	Status	Focus	Alignment with needs for evaluative information
		objectives and contribution to development outcomes; efficiency in ensuring compliance and delivery of Bank operations; and lessons learnt from the implementation of counterpart funding by AfDB and other comparator institutions.	
Evaluation syntheses			
Support for Agriculture and Agribusiness Growth and Productivity	Planned	This will be a synthesis of relevant and credible evaluations of international support for agriculture and agribusiness growth and productivity from other international development agencies as well as the relevant literature, to draw pertinent lessons for the Bank and other stakeholders.	Evaluative information: To generate lessons that will inform the implementation of the Feed Africa Strategy (2016–2025) and Agriculture Transformation Strategy (2016–2025). High 5s: Feed Africa