



IDEV

Independent Development Evaluation  
African Development Bank

# Independent Development Evaluation 2019-2021 WORK PROGRAM 2020 UPDATE

November 2019



AFRICAN DEVELOPMENT BANK GROUP  
GROUPE DE LA BANQUE AFRICAINE  
DE DEVELOPPEMENT

## Acknowledgments

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## Acronyms

ADF	African Development Fund
AfDB	African Development Bank
AfrEA	African Evaluation Association
APNODE	African Parliamentarians' Network on Development Evaluation
IDEV	Independent Development Evaluation
ECG	Evaluation Cooperation Group
EPRADI	Evaluation Platform for Regional African Development Institutions
ESW	Economic and Sector Work
CLEAR	Centers for Learning on Evaluation and Results
CODE	Committee on Operations and Development Effectiveness
CSPs	Country Strategy Papers
GCI	Global Capital Increase
IDEAS	International Development Evaluation Association
MARS	Management Action Record system
PCR	Project Completion Report
SAMEA	South African Monitoring and Evaluation Association
SNOQ	Quality Assurance Division
SNSP	Strategies and Operational Policies Department
RMCs	Regional Member Countries
XSR	Extended Supervision Report

## Executive Summary

The purpose of this note is to provide an update on the 2019-2021 work program for Independent Development Evaluation (IDEV), approved by the Board in February 2019. It provides strategic considerations for independent development evaluation. It then reports on the progress of the department's overall work program on evaluations from the previous work program periods for delivery in 2019/2020. It gives the implementation status of the evaluations due to start in 2019 as outlined in the 2019-2021 work program. Finally, it proposes minor changes to the 2020 work program and sets out the resource requirements.

## Strategic Considerations

The Independent Evaluation Strategy was extended and now expires at the end of 2019. In 2018, IDEV undertook a self-assessment of the implementation of the Strategy (including a stakeholder survey), commissioned an external quality assessment of its evaluation products, and underwent an Independent Peer Review by members of the Evaluation Cooperation Group. On the basis of these documents, a discussion by the Committee on Operations and Development Effectiveness (CODE) took place, and CODE decided to give time for the new Evaluator-General to share his reflections on the future strategic directions for Independent Development Evaluation. The new Evaluator General's initial assessment is that at this point, there is no need to develop a new Independent Evaluation Strategy. However, this assessment will be reviewed in light of planned consultations with CODE members –a retreat is being considered for early 2020-, AfDB Management and IDEV staff. In the meanwhile, the following strategic directions will guide IDEV's work:

- Focus independent evaluations on interventions aligned with commitments under African Development Fund replenishment (ADF-15), the General Capital Increase (GCI-VII), the Ten Year Strategy and the High 5s.
- Focus independent evaluations where a gap in evaluative knowledge exists.
- Increase the utility of independent evaluations, in line with recommendations by the Independent Peer Review, by focusing more on incorporating knowledge from independent evaluations to inform policies, strategies, programs and processes.
- Proactively provide targeted evaluative knowledge to the Board (e.g. on policy and strategy documents presented to CODE, among others) and to policy and operations departments (e.g. by collaborating with Management on developing or improving selected Theories of Change and Results Frameworks for projects, policies and strategies, among others).

## Progress in 2019

IDEV is set to exceed its target and deliver 14 high level evaluations in 2019, in addition to the first IDEV Management Action Records System (MARS) report, and the Evaluation Manual. IDEV has already delivered nine evaluation products in the first three quarters of 2019. In addition, a further 5 evaluation products are expected to be delivered by the end of the year.

IDEV has so far organized four knowledge events – including 3 workshops with AfDB staff in order to discuss lessons learnt from completed evaluations – and provided logistical support and substantive contributions to the African Evaluation Association (AfrEA) conference held in Abidjan from 11-15 March 2019. It continued to produce knowledge and communication products like briefs, highlights, videos, its quarterly magazine Evaluation Matters and the IDEV Annual Report. It also 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 a training and three webinars.<sup>1</sup> More knowledge events and webinars are foreseen before the end of the year.

## Looking Ahead to 2020

Twelve evaluation products currently ongoing are due to be delivered in 2020. These include the PCR Validation Synthesis for 2018 and Private Sector Project Evaluations: Synthesis Report on Validations of 2017-2018 XSRs, two project cluster evaluations, two impact evaluations, three country strategy and program evaluations, two sector/thematic evaluations and two corporate evaluations.

## Proposed Changes

IDEV proposes minimal changes to the work program. In March, the Director of the Water and Sanitation Department (AHWS) requested that IDEV undertake an independent evaluation of the African Water Facility Trust Fund. Since IDEV's work program for 2019 had already been approved by the Board, IDEV agreed with AHWS to rather facilitate the evaluation, which will be fully undertaken by an external firm, thereby limiting the additional work required by IDEV. Due to changes in the timing of new Country Strategy Papers (CSPs), IDEV proposes to carry forward the CSP Evaluation (CSPE) for Gabon from 2018 into 2019, and to undertake a full CSPE of Mauritania instead of a mid-term evaluation. IDEV will only be able to start the Comoros CSP Completion Report Validation once it has received the Completion Report from the Country Team, which will likely be in early 2020. Finally, IDEV proposes to cancel the project cluster evaluation of Economic and Sector Work foreseen to start in 2020, since it has been informed by Management that the timing is no longer opportune. There are current discussions between Management and IDEV to potentially broaden the scope of the evaluation of the *Jobs for Youth in Africa Strategy, due to start in 2021, to also include the Human Capital Development Strategy*, but such a change could still be approved by CODE at a later date.

## Resource Requirements for Implementation of the 2020 Work Program

The budget envelope proposed by IDEV management for the implementation of the 2020 work program amounts to UA 3.74 million in direct costs (i.e. excluding staff costs), a flat budget compared to 2018<sup>2</sup>. IDEV plans to start 11 high level evaluations in addition to undertaking PCR and XSR validations and producing a PCR/XSR synthesis report. IDEV reiterates its request for the 4 additional staff positions already requested in 2018 and endorsed by CODE, which were ultimately not included in the 2019 Bank administrative budget. These positions are critical for IDEV to increase its stakeholder engagement and in particular to ensure that evaluation findings adequately inform new policies, strategies, processes and operations. IDEV will continue to conduct knowledge management, dissemination, outreach and capacity development activities.

**CODE is invited to take note of this work program update, to endorse the proposals for changes to the work program, and to endorse IDEV's work program and budget for 2020.**

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<sup>1</sup> "Managing conflict in evaluations" training; webinars on "Parliamentarians promoting evaluative evidence use", "Most Significant Change" and "Participatory Evaluation".

<sup>2</sup> 2019 is not considered to be an appropriate baseline since not all staff positions were fully budgeted for (an exceptional measure applied to the whole Bank in 2019), thereby depressing the overall budget.

## 1. INTRODUCTION

The purpose of this note is to provide an update on IDEV's 2019-2021 work program, approved by the Board in February 2019. In line with previous practice, this note reports on the status of delivery in 2019 and proposes any necessary changes to the IDEV work program for 2020-2021, based on changing circumstances. The changes proposed to the work program aim to better align IDEV's work with the High 5s and, most importantly, to needs for evaluative information. As the Bank is transforming, IDEV'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 of this document presents the progress of implementation of evaluations from previous work program periods in 2019. This is followed by an overview of the implementation status of the 2019 commitments as outlined in the 2019-2021 work program. IDEV's work program update for 2020 and corresponding resource requirements is outlined. Finally, the effect of GCI-VII commitments on the work program for 2020/2021 and strategic considerations for IDEV are highlighted.

## 2. 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 case. 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 (see Table 1).

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

<b>IDEV Products by Launch Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b><i>Evaluations</i></b>			
PCR validations	65	65	65
PCR validation field visits	10%	10%	10%
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
<b><i>Knowledge Management, Dissemination and Outreach</i></b>			
Internal events	10	10	10
External events	2	2	2
Evaluation Matters	4	4	4
Evaluation Week		1	
IDEV annual report	1	1	1
MARS report (annual report on follow-up of recommendations)	1	1	1
<b><i>Partnerships and Evaluation Capacity Development</i></b>			
Support to platforms (APNODE; EPRADI)	2	2	2

<b>IDEV Products by Launch Year</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Support to countries (via Twende Mbele)	5	6	7
Support to organizations (CLEAR; AfrEA)	1	1	1
<b><i>Backbone</i></b>			
MARS maintenance	1	1	1
Evaluation Results Database maintenance	1	1	1
Evaluation Manual	1		

### 3. PROGRESS ON THE WORK PROGRAM IN 2019

This section discusses the implementation of IDEV’s overall work program, including carry-overs from previous work program periods. IDEV is set to exceed its target and deliver 14 high level evaluations in 2019 (see Table 2), in addition to Project Completion Report (PCR) and Extended Supervision Report (XSR) validations and products like the IDEV MARS report and the Evaluation Manual. Knowledge management, learning events and evaluation capacity development initiatives are being undertaken as planned.

#### 3.1. Evaluations

IDEV has so far delivered<sup>3</sup> nine evaluation products during the first three quarters of 2019. *These include: two PCR Validation Synthesis Reports (2016 and 2017, plus a Summary Note requested by Management); one Country Strategy Paper (CSP) Completion Report Validation for South Africa; one Country Strategy and Program Evaluation (CSPE) for Eswatini; one Regional Integration Strategy Paper (RISP) Completion Report Validation for West Africa; three Corporate evaluations (of the Middle-Income Countries Technical Assistance Fund; the Implementation of the Development and Business Delivery Model (DBDM); and the Integrated Safeguards System); and one Thematic evaluation (of the Bank’s Utilization of the Public-Private Partnership Mechanism).* Nearly all of these evaluations were started in the previous work program period (2016-2018).

The implementation progress of the evaluations in 2019 is summarized in Table 2 below. As can be seen, a considerable number of evaluations from the previous work program period are still ongoing, especially those which have required more work than originally foreseen. For example, the water sector evaluation and its three project clusters (urban water supply & sanitation, rural water supply & sanitation, and agricultural water management) were originally delivered in 2018 but have required substantial additional work in 2019 due to the facilitation process proposed by CODE to resolve differences between IDEV and Management. This has had consequences for the number of new evaluations that IDEV was able to start in 2019. The additional requests for other evaluations by CODE also delayed the delivery of the initial evaluations that were planned.

**Table 2: Implementation progress of evaluations from previous work program periods for delivery in 2019/2020**

IDEV Product Lines and Products	Year Started	Status	(Expected) Delivery by
PCR/XSR validation + synthesis			
2016 PCR Validation Synthesis Report (64 PCRs)	2018	Completed	Presented to CODE 27 September 2019
2017 PCR Validation Synthesis Report (88 PCRs)	2018	Completed	Presented to CODE 27 September 2019

<sup>3</sup> IDEV’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; (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.

IDEV Product Lines and Products	Year Started	Status	(Expected) Delivery by
Project cluster evaluations			
Urban Water & Sanitation	2016	Originally delivered in August 2018, but being reviewed and revised in the context of the facilitation on the Water Sector evaluation	Q4 2019
Rural Water & Sanitation	2016		Q4 2019
Agricultural Water Management	2017	Being reviewed and revised in the context of the facilitation on the Water Sector evaluation	Q4 2019
Access to Finance in Africa	2018	Analysis and reporting phase	Q1 2020
Mainstreaming Green growth	2018	Data collection phase	Q1 2020
Impact evaluations			
Impact Evaluation Irrigation in Malawi	2018	Analysis and reporting phase	Q1 2020
Impact Evaluation Transport (Road Project in Ghana)	2018	Data collection phase	Q1 2020
Country/Regional evaluations			
Egypt CSPE	2018	Technical report phase	Q1 2020
Mali CSPE	2018	Data collection & preparation of background reports	Q1 2020
Gabon CSPE	2018	To be started in 2019	Q3 2020
South Africa CSP-Completion Report Validation	2018	Delivered	Q2 2019
Sector/Thematic evaluations			
Water Sector	2016	Finalization	CODE date: January 2020
Access to Finance	2018	Analysis and reporting phase	Q1 2020
Public Private Partnerships (PPPs)-Phase II	2016	Completed	Presented to CODE 27 September 2019
Energy Sector Evaluation (update)	2019	Data collection phase	Q1 2020
Corporate evaluations			

IDEV Product Lines and Products	Year Started	Status	(Expected) Delivery by
Bank's self-evaluation systems and processes	2017	Analysis and reporting phase	Q4 2019
AfDB Integrated Safeguards System	2017	Delivered	Presented to CODE 7 <sup>th</sup> October 2019
Bank's Fragility Strategy	2018	Data collection phase	Q1 2020
Evaluation of DBDM	2018	Delivered	Q2 2019
Mainstreaming Green Growth into Bank's Strategies and Operations	2018	Data collection phase	Q1 2020
Middle-Income Countries Technical Assistance Fund	2018	Delivered	Q2 2019
Evaluation syntheses			
Partnerships	2018	Completed, awaiting translation	Q4 2019

### 3.2. Knowledge Management, Dissemination and Outreach

Evaluations are published and disseminated after having been shared with CODE. IDEV organized 4 knowledge events – including 3 workshops with AfDB staff in Nairobi, Pretoria and at Headquarters in order to discuss lessons learnt from the completed evaluations of the Bank's Program-Based Operations – and provided logistical support and substantive contributions to the biennial African Evaluation Association (AfrEA) conference held in Abidjan from 11-15 March 2019. It continued to produce knowledge and communication products for each completed evaluation, including briefs, highlights, and videos (among others, a television documentary on the Agricultural Value Chains Development evaluation, which aired on World Food Day, October 16<sup>th</sup>), as well as its quarterly magazine *Evaluation Matters* and the IDEV Annual Report. IDEV also contributed to the gLOCAL Evaluation Week, a global platform for evaluation knowledge-sharing and networking events organized by the Centers for Learning on Evaluation and Results (CLEAR), and is sharing its knowledge at various international evaluation conferences including those of the International Development Evaluation Association (IDEAS), South African Monitoring and Evaluation Association (SAMEA), the National Evaluation Capacities Conference, and the *Forum International Francophone de l'Évaluation*.

Together with the Quality Assurance Division (SNOQ), IDEV will undertake a series of dissemination and learning activities on the Bank's Quality Assurance Implementation Plan, which was drawn up in response to IDEV's evaluations of the Quality at Entry, Supervision and Exit of Bank Group Operations and Quality Assurance across the Project Cycle. It is also planning targeted outreach to sector and regional departments to share findings from the 2016 and 2017 PCR validations. Finally, it is organizing a knowledge sharing event in collaboration with the Private Sector, Infrastructure and Industrialization Complex on findings and lessons from various evaluations in the area of private sector development.

### 3.3. Evaluation Capacity Development and Partnerships

IDEV 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 2019, IDEV organized a number of evaluation trainings for its staff, and webinars for a wider audience. Webinar topics have included “Parliamentarians promoting evaluative evidence use”, “The Most Significant Change methodology in evaluation” and “Participatory Evaluation”, and further webinars are planned for the rest of the year. IDEV also hosted the AfrEA pre-conference workshops at HQ, and 8 IDEV staff organized and contributed to various sessions and panel discussions.

With the Strengthening National Evaluation Systems initiative (with funding from the Finnish Trust Fund) having wound down, IDEV continues to support the supply side of evaluation through Twende Mbele, a peer learning partnership on M&E among African governments. It also continues to host the Secretariat of the African Parliamentarians’ Network on Development Evaluation (APNODE) and hosted the Network’s 5th Annual General Meeting on 28-30 August 2019. IDEV also continues to pursue partnerships to build capacity and promote a culture of evaluation, including with organizations like EvalPartners, CLEAR, UNDP and UN-Women (see more in Table 3).

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

Name	Status	Expected Delivery
Training for government staff in Ethiopia and Tanzania under Strengthening National Evaluation Systems initiative	Completed	Delivered
Contribution to AfrEA Conference	Completed	Delivered
Training: Dealing with Conflict in Evaluations	Completed	Delivered
Contribution to CLEAR gLOCAL Evaluation Week (3 events)	Completed	Delivered
APNODE: hosting 5 <sup>th</sup> Annual General Meeting	Completed	Delivered
Webinar: Meta Evaluation Approaches	Under preparation	Q4 2019
Training: ATLAS.ti (qualitative data analysis software)	Completed	Delivered
Training: Knowledge Management	Planned	November 2019

## 4. STATUS OF IMPLEMENTATION OF 2019 COMMITMENTS AS OUTLINED IN THE 2019-2021 WORK PROGRAM

In addition to the evaluation products from previous work program periods ongoing in 2019, IDEV was due to launch another 12 evaluation products in 2019, as per the approved work program. Seven of these have indeed been started, and five more remain to be started before the end of the year. The “overhang” from previous years has pushed back the launch and delivery of some of the 2019 products.

The evaluations in the 2019 work program that have not been launched for now, are marked as “to be started” in the Table 4 below. A number of the evaluations are at the inception phase. The RISP West Africa Completion Report Validation has been delivered, while the Evaluation Synthesis of Gender Mainstreaming is nearing finalization. The evaluation of the African Water Facility Trust Fund (added to the 2019 work program as a facilitation) is at the data collection stage. Table 4 gives a summary of the implementation status of the 2019 commitments.

Table 4: Overview of 2019 commitments as outlined in the 2019-2021 work program with proposed changes

Evaluation type	Status/Proposal	Alignment with Priority Areas
<b>Validation</b>		
2018 PCR Validation (65 PCRs), 2017-2018 XSR Validation (20 XSRs)	PCR & XSR validation in progress. To be <b><u>completed in Q4 2019</u></b>	Streamline business process to promote efficiency and effectiveness.
PCR/XSR Synthesis Report	XSR validation synthesis reports will cover both the 2017 and 2018 validation notes -To be <b><u>completed in Q1 2020</u></b>	Streamline business process to promote efficiency and effectiveness.
<b>Project cluster</b>		
Transport	To be started	<b>Evaluative information:</b> It will provide lessons for the Transport Sector Policy (1993) which is due for revision  <b>High 5s:</b> Industrialize Africa
<b>Impact</b>		
Energy	To be started	<b>Evaluative information:</b> The Energy Sector Policy of the African Development Bank Group (2012) which is due for revision.  <b>High 5s:</b> Light up and power Africa
<b>Country/regional</b>		
<i>Gabon CSPE</i>	Due to timing of new CSP, propose to start CSPE in 2019 instead of 2018.	<b>Evaluative information:</b> CSPs of these countries are ending in 2020. The evaluations will provide lessons that will

<b>Evaluation type</b>	<b>Status/Proposal</b>	<b>Alignment with Priority Areas</b>
	To be started.	feed into the development of the next CSPs.
Mauritania MTE	Due to timing of new CSP, propose to conduct a full CSPE. To be started	<b>High 5s:</b> All the High 5s
Comoros CSP Completion Report Validation	To be moved to 2020 (after receipt of Completion Report)	
Djibouti CSPE	To be started	
RISP West Africa Completion Report Validation	<b><u>Delivered</u></b>	
		<b>Evaluative information:</b> This evaluation feeds into the new Regional Integration Strategy Paper for West Africa (2020-2024), whose development is ongoing, and also the Bank Group Regional Integration Policy and Strategy (2014-2023), which is still active.  <b>High 5s:</b> All the High 5s
<b>Sector/Thematic</b>		
Evaluation of the Bank's Partnerships (Co-financing, Syndication, Coordination)	Inception phase	<b>Evaluative information:</b> The lessons and recommendations generated will, among others, inform the way forward for the Bank's Financial Sector Development Policy and Strategy (2014-2019), which is due for revision.  <b>High 5s:</b> All the High 5s
Evaluation of the Private Sector Development Strategy 2013-2017	Inception phase	<b>Evaluative information:</b> To provide useful lessons and recommendations for the revision of the Private Sector Development Strategy 2013-2017, which is due next year.  <b>High 5s:</b> All the High 5s
African Water Facility Trust Fund Evaluation (facilitation)	Added to 2019 work program;  Data collection phase. To be <b><u>delivered in Q4 2019</u></b>	<b>Evaluative information:</b> To generate useful lessons for learning  <b>High 5s:</b> Feed Africa, Improve the quality of life for the people of Africa
<b>Corporate</b>		
Evaluation of the Bank Group Policy on Portfolio Review and Restructuring	Inception phase	<b>Evaluative information:</b> To inform the revision of the current policy, which is to be revised to reflect revisions made to the following policies and guidelines: policy on supplementary finance, credit policy, guidelines for portfolio supervision, policy

Evaluation type	Status/Proposal	Alignment with Priority Areas
		<p>on the utilization of savings on loans, loan cancellation guidelines.</p> <p><b>High 5s:</b> All the High 5s</p>
Evaluation of Civil Society Engagement <sup>4</sup>	Inception phase	<p><b>Evaluative information:</b> To inform the revision of the revision of the Civil Society Engagement Framework.</p> <p><b>High 5s:</b> All the High 5s</p>
<b>Evaluation synthesis</b>		
Update and complement the Synthesis of Gender Mainstreaming	Final report phase. To be <b>delivered in Q4 2019</b>	<p><b>Evaluative information:</b> To inform the revision of the Gender Strategy, which is planned to be revised in 2020</p> <p><b>High 5s:</b> All the High 5s</p>

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<sup>4</sup> This evaluation was originally indicated in the 2019-2021 work program as evaluation of Non State Actors

## 5. PROPOSED CHANGES TO THE WORK PROGRAM

IDEV proposes the following changes to the 2019-2021 work program.

### 5.1. Proposed to be added:

In March 2019, the Director of the Water and Sanitation Department (AHWS) requested that IDEV undertake an independent evaluation of the African Water Facility Trust Fund. Since IDEV's work program for 2019 had already been approved by the Board, IDEV agreed with AHWS to rather facilitate the evaluation, which would be completely undertaken by an external firm, thereby limiting the additional work required by IDEV. This evaluation is at the data collection stage.

Due to the timing of the preparation of a new CSP for Gabon (late 2020), IDEV proposes to carry over the start of the CSPE from 2018 to 2019.

### 5.2. Proposed to be canceled:

In reviewing the 2019-2021 work program together with the Strategies and Operational Policies Department (SNSP), Management informed IDEV that the timing of the project cluster evaluation of AfDB Economic and Sector Work (ESW), due to start in 2020, is no longer timely. The processes and procedures for preparing ESWs are currently undergoing review as part of the broader review of the Operations Manual, and changes are expected to be applied soon. It makes little sense to evaluate ESWs that were prepared under the current guidelines, and since it will take some time for the effects the new processes and procedures to manifest themselves, IDEV proposes to remove this evaluation from the 2019-2021 work program.

### 5.3. Proposed to be changed:

Due to the timing of the preparation of the new CSP (late 2020), IDEV proposes to undertake a full CSPE of Mauritania rather than the mid-term evaluation foreseen in the 2019 work program. This evaluation will start before the end of the year. As concerns the Comoros CSP Completion Report Validation, IDEV will only be able to start the validation once it receives the Completion Report from the Country Team. This is now expected to be in early 2020 rather than in 2019.

There are current discussions between Management and IDEV to potentially broaden the scope of the evaluation of the *Jobs for Youth in Africa Strategy*, due to start in 2021, to also include the *Human Capital Development Strategy*, but such a change could still be approved by CODE at a later date

## 6. IDEV'S WORK PROGRAM UPDATE FOR 2020

Table 5 provides an overview of the proposed revised work program for 2020 for evaluation products. IDEV plans to continue delivering 10-12 high level evaluations annually. In addition, IDEV will conduct Knowledge Management and Capacity Building initiatives as indicated in Table 6.

**Table 5: Overview of evaluations due to start in 2020 with proposed changes**

Title	Status	Alignment with Priority Areas
PCR validation: 65 (with 10% field visits) One synthesis report	Planned	Streamline business process to promote efficiency and effectiveness.
XSR validations: 25  One synthesis report	Planned	Streamline business process to promote efficiency and effectiveness.
<b>Project cluster</b>		
AfDB's Economic and Sector Work	Proposed to be cancelled	No longer timely due to imminent change in processes and procedures
<b>Impact Evaluation</b>		
Institutional Support to Governance	Planned	<b>Evaluative information:</b> To provide the Bank's management with useful lessons regarding the Bank Group Policy on Good Governance which is due for revision.  <b>High 5s:</b> All the High 5s
<b>Country/regional evaluation</b>		
Comoros CSP Completion Report Validation	Moved from 2019	<b>Evaluative information:</b> CSPs of these countries are ending in 2021. The evaluations will provide lessons that will feed into the development of the next CSPs.  <b>High 5s:</b> All the High 5s
Uganda	Planned	
Rwanda	Planned	
Angola	Planned	
Benin	Planned	
<b>Sector/Thematic evaluation</b>		
Evaluation of Bank's Guarantee Instruments	Planned	<b>Evaluative information:</b> This evaluation will lead to a better understanding of the instruments and inform the implementation of the Strategic Framework and Operational Guidelines for the African Development Fund Partial Risk.  <b>High 5s:</b> All the High 5s

<b>Title</b>	<b>Status</b>	<b>Alignment with Priority Areas</b>
Evaluation of Non-Sovereign Operations	Planned	<b>Evaluative information:</b> To inform the implementation of (the successor to) the Private Sector Development Strategy, which is due for revision.  <b>High 5s:</b> All the High 5s
<b>Corporate evaluation</b>		
Evaluation of the Bank's Results Measurement Framework 2016-2025	Planned	<b>Evaluative information:</b> 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.  <b>High 5s:</b> All the High 5s
Evaluation of the Bank's 2014 Amended Credit Policy	Planned	<b>Evaluative information:</b> To inform a review of the current policy, which is due for revision following Management approval of the recommendation from an internal policy evaluation exercise.  <b>High 5s:</b> All the High 5s
<b>Evaluation synthesis</b>		
Response to Inclusive Growth	Planned	<b>Evaluative information:</b> 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.  <b>High 5s:</b> Improve the quality of life for the people of Africa

**Table 6: Knowledge Management and Capacity Development Activities for the 2020 work program**

<b>Title</b>	<b>Number</b>	<b>Status</b>
<b>Knowledge management/Dissemination/Outreach</b>		
Internal events	10	Planned
External events	2	Planned
Evaluation Matters	4	Planned
Evaluation week	1	Planned

Title	Number	Status
IDEV annual report	1	Planned
MARS report	1	Planned
<b>Evaluation Capacity Development</b>		
Support to platforms (APNODE; EPRADI <sup>5</sup> )	2	Planned
Support to countries (via Twende Mbele)	6	Planned
Support to organizations (CLEAR; AfrEA)	1	Planned
<b>Backbone</b>		
MARS maintenance	1	Planned
Evaluation Results Database maintenance	1	Planned

## 6.1. Additional Requests for Evaluations from CODE

During the 2019 work program period, CODE requested IDEV to consider conducting the following independent evaluations:

1. Role of the Bank in engaging with Regional Economic Blocks and strengthening their capacity
2. Independent Review Mechanism
3. Impact and Sustainability of Bank's investments in Private Equity Funds
4. Mid-Term Evaluation or Validation of Management's Mid-Term Review of the next Eswatini CSP in 2021 to ensure implementation of the CSPE's lessons and recommendations
5. Differences in the Bank's Effectiveness in countries where it has presence vs those where it does not
6. Implementation of the GCI-VII Mid-Term Review: To be considered in IDEV's next work program

IDEV acknowledges these requests and further state that it will undertake to engage management from the start of Mid Term Review of Eswatini CSP and produce a validation note on it in 2021. IDEV will also engage the management to ensure full implementation of the recommendations of the recently completed Eswatini CSPE. The Impact and Sustainability of Bank's investments in Private Equity funds has been covered under the Evaluation of Access to Finance and the Evaluation of Private Sector Development Strategy, both of which are ongoing. The Role of the Bank in engaging with Regional Economic Blocks and strengthening their capacity has been covered in the recently completed DBDM evaluation. For the evaluation of the Independent Review Mechanism and the Bank's Effectiveness in countries where it is

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<sup>5</sup> Evaluation Platform for Regional African Development Institutions.

present vs. where it is not, IDEV does not have space to accommodate them in the current work program, but could consider them if CODE decides to drop other evaluations.

## 7. RESOURCE REQUIREMENTS FOR IMPLEMENTATION OF THE 2020 WORK PROGRAM

This section presents the proposed budget for IDEV's 2020 work program. For direct costs (consultants, missions and meetings) IDEV proposes a flat budget of UA 3.74 million as compared to 2018<sup>6</sup>, in line with the scenario endorsed by CODE in November 2018.

As concerns staff costs, IDEV reiterates its request for 4 additional staff positions proposed in the 2019-2021 work program (1 PL4, 1 PL5 and 2 PL6) that were endorsed by CODE, but ultimately not included in the overall Bank budget proposed by Management and approved by the Board. Not adding these positions required IDEV to implement the following changes compared to the initially endorsed 2019-2021 work program:

- Forego the planned intensification of stakeholder engagement and focus on utility and learning from evaluations.
- Scale back one evaluation from a CSP evaluation to a validation of a CSP Completion Report validation.

IDEV reiterates the proposal for the 4 additional staff positions. It believes the four additional staff positions will lead to increased follow-up on recommendations and stakeholder engagement throughout the evaluation process. This will contribute to ownership and understanding on the part of Management, improve the accuracy and quality of evaluations, and help to prevent misunderstandings and substantive differences of view as experienced in the recent past. Such engagement is essential for IDEV to fulfill its role of contributing to learning in the AfDB and helping to establish a culture focused on results.

Adding the positions would also allow IDEV to ensuring the uptake of its evaluations in new strategies and programs and increasing its engagement with Management on improving results frameworks at all levels. This is in line with past evaluation findings, including those of the Independent Peer Review of IDEV, which found that while IDEV's evaluations were of high quality, their utility could be significantly enhanced by focusing more on their uptake. Alternatively, if the additional positions are not granted, IDEV believes it would be better to drop one evaluation from the existing work program, and would look to CODE's guidance on which one, to still focus on increased stakeholder engagement.

Concretely, IDEV proposes the following budget for 2020, which represents an increase of 4% as compared to 2018, in line with the overall proposed growth of the Bank's administrative budget. (See Table 7)

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<sup>6</sup> 2019 is not considered to be an appropriate baseline since not all staff positions were fully budgeted for (an exceptional measure applied to the whole Bank in 2019), thereby depressing the overall budget. Vacant positions for **Evaluator- General and two Division Managers** were only budgeted for 50% in 2019.

**Table 7: Overview of the budget proposal for 2020 (UA million)**

<b>Budget lines</b>	<b>2018 Approved</b>	<b>2019 Base Case - Endorsed by CODE in November 2018</b>	<b>2019 Revised Base Case – Approved in February 2019</b>	<b>2020 Proposed</b>
Direct Costs (consultancy + missions + meetings)	3.74	3.74	3.70	3.74
Staff costs	3.36	3.78	3.03	3.78
Overheads (from PBD)	0.87	0.77	0.77	0.77
<b>Total</b>	<b>7.97</b>	<b>8.29</b>	<b>7.49</b>	<b>8.29</b>

IDEV therefore believes that with the budget envelope and the additional positions it will be in a position to deliver on its 2020 work program agreed with the Board and also on the increased stakeholder engagement. Should additional evaluations be required by CODE, IDEV 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.

## 8. GCI-VII, ADF-15 AND IDEV'S WORK PROGRAM FOR 2020/2021

The Bank Group has a clear mission—to promote inclusive and green growth and address Africa's development challenges by implementing the Ten Year Strategy focusing on the High 5s. A seventh general capital increase of the ADB (GCI-VII) and a fifteenth replenishment of the ADF (ADF-15) will strengthen the Bank Group's capital and human resources and its ability to realize its development mission. The African Development Bank's quest for a general capital increase and particularly **GCI-VII** is expected to accelerate the continent's development. A tighter operational focus and increased selectivity in investments is expected to enable the Bank to maximize the development impacts of its investments across the High 5 agenda.

At the Bank's Meeting held in Sharm el Sheik, the shareholders expressed their support to the Bank and gave the go-ahead for further discussions around a General Capital Increase.

**Over the GCI-VII period**, the Bank will sharpen its strategic focus on **five areas** namely: Investing in quality infrastructure, strengthening Africa's private sector, promoting investments in regional integration, strengthening economic governance and mobilizing development finance for Africa.

**Under ADF-15**, the Bank will focus on gender, fragility, climate change & green growth, governance & policy dialogue, private sector development & operations, human resources, environmental and social safeguards, the quality of its operations, innovative finance, and the Bank's budget process., where IDEV has evaluative knowledge from existing or ongoing evaluations that can usefully inform further discussions and decision-making.

**Effect on IDEV's Work Program**: The above focus areas are already well reflected in IDEV's work program for 2020/2021. When determining the approach for individual evaluations, IDEV will ensure that it can contribute to answering the questions that management and the Board seek answers to, and that its evaluations are as useful as possible. Evaluations will strive to provide the Bank with useful evaluative information for decision making and policy formulation. IDEV will also increase its engagement with management to help it achieve its goal of 100% timely follow-up of evaluation recommendations by 2021, provided that it has the resources to do so. A commitment specifically related to evaluation is that "By 2021, all agreed Audit and Evaluation recommendations are closed within their agreed timeframe" (to be tracked through the MARS).

## 9. STRATEGIC CONSIDERATIONS FOR IDEV

The Independent Evaluation Strategy<sup>7</sup> has been extended and will now expire at the end of 2019. To inform the way forward, IDEV undertook a self-assessment of the implementation of the Strategy (including a stakeholder survey), commissioned an external quality assessment of its evaluation products. An Independent Peer Review by members of the Evaluation Cooperation Group (ECG) also assessed IDEV. On the basis of these documents, a discussion by the Committee on Operations and Development Effectiveness (CODE) took place. CODE decided to give time for the new Evaluator-General to develop his strategic reflections on the future directions for IDEV. More consultations with CODE and Board members, as well as Senior Management, are needed to further refine the strategic directions for IDEV. In the meanwhile, we suggest the following strategic directions to guide IDEV's work.

### **Focus IDEV evaluations on interventions aligned to ADF-15, GCI-VII, the Ten-Year Strategy and the High 5s**

Focus evaluations on areas and interventions that are related to important commitments under the ADF-15 replenishment and GCI-VII, as well as the Ten-Year Strategy (for which an evaluation is to start in 2021) and the High 5s. Established to provide concessional buffer to least developed African countries, the African Development Fund (ADF), is not only facilitating rapid rollout of development projects, but its investments are expected to transform and sustain lives. The goal of African Development Fund (ADF) is to build the resilience of low-income countries. ADF is invested majorly in energy, agriculture, water and sanitation, access to finance for women, climate finance, jobs for the youth, and debt sustainability. The other focus areas are infrastructure and regional integration, mainstream gender and climate change, resources for project preparation, partnerships, private sector, enabling environment and risk mitigation.

The other strategic area to consider is one of the Bank's five strategic priorities known as the High 5s. They are Light up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life of the people of Africa. The evaluations will therefore focus on these five priorities. In addition, the African Development Bank's quest for a General Capital Increase (GCI) and especially GCI-VII whose conclusion is expected by the end of the year is likely to determine IDEV evaluation priorities in a number of ways as outlined in the previous section.

### **Focus IDEV evaluations where a gap in evaluative knowledge exists**

Evaluations are expected to inform decision making and policy formulation. This means that evaluations should focus on the project cycle – programming, identification, preparation, appraisal, implementation and completion. The focus should be on those areas where insufficient evidence exists on the phases of the project cycle or concerns on implementation. This means conducting more formative evaluations and other evaluations where there is need for evaluative information to influence implementation strategies and generate useful learning.

### **Incorporate knowledge from IDEV evaluation to inform programs**

IDEV generates evaluative knowledge from its evaluations. The knowledge should inform the implementation of strategies or programs and positively contribute to the design of new Bank policies, strategies and operations. To ensure this happens, IDEV will continue to upload recommendations in the Management Action Records System (MARS) after finalization of evaluation report. It will independently assess Management's reporting on implementation of actions and the level of adoption of recommendations. IDEV will report to the Board annually on the status of adoption / implementation of recommendations. This has become even more important, as one of Management's key commitments under the GCI-VII is to ensure that starting in 2021 all actions that are due to follow up on

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<sup>7</sup> African Development Bank Independent Evaluation Strategy 2013-2017.

recommendations will be implemented on time. That is an extremely ambitious goal and will require significant engagement between IDEV and Management.

Going forward IDEV will enhance engagement and communication with stakeholders as well as pursuing innovative ways of sharing knowledge; and promoting an evaluation culture through knowledge management and communication.

**Proactively provide targeted evaluative knowledge to the Board and policy and operations departments**

As discussed earlier, there is a need to ensure better uptake of evaluation findings. To help achieve that, IDEV plans to proactively provide targeted evaluative knowledge to the Board and to policy and operations departments. For the Board this may be in the areas of policy and strategy documents presented to CODE, by sharing existing knowledge in areas where IDEV has carried out evaluations. To agree on how this could best be achieved, and to get CODE's guidance on IDEV's strategic directions, IDEV is planning a retreat with CODE members, tentatively to take place early in 2020. IDEV will also share knowledge with policy and operations departments in the areas of developing theories of change and results frameworks for projects, programs, policies and strategies. Initial focus areas could include project-level results frameworks and tracking of results throughout the project cycle, as well as the development and implementation of action plans to follow up on recommendations in the MARS.

**CODE is invited to take note of this work program update, to endorse the proposals for changes to the work program, and to endorse IDEV's work program and budget for 2020.**