



IDEV

Independent Development Evaluation
African Development Bank

Independent Development Evaluation 2019-2021 Work Program

Changes To The 2020 Work Program

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AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
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Acknowledgements

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1. INTRODUCTION

The purpose of this note is to **seek the Committee on Development Effectiveness (CODE)'s endorsement for changes to the 2020 work program** of Independent Development Evaluation (IDEV). In line with previous practice, this note indicates suggested changes to the IDEV work program for 2020, based on changing circumstances and priorities, in particular the changing work program of the African Development Bank (AfDB of the Bank). The suggested changes to the work program aim to better align IDEV's work with the Bank's needs for evaluative information. As the Bank's work program is changing, 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 strategic directions elaborated in the latest update to the 2019-2021 work program¹ will continue to guide IDEV's work. The document lists the suggested changes to the 2020 work program and the rationale for the changes. Please note that this suggested change does not yet take into account the current crisis, its effect on IDEV's work program (particularly for those evaluations that would be heavily dependent on field work), and the Bank's recently approved COVID-19 response package. Having said that, we will continue to monitor very closely the evolution of the crisis and its effect on IDEV's work program so that we will be able to remain relevant and adapt to this rapidly changing environment.

2. SUMMARY OF SUGGESTED CHANGES TO THE 2020 WORK PROGRAM

IDEV suggests the following changes to the 2020 work program. In summary, IDEV suggests to:

- Replace the Evaluation of the Bank's Guarantee Instruments by an Evaluation of the Additionality and Development Outcome (ADOA) Framework.
- Replace the Evaluation of the Bank's Amended Credit Policy by an Evaluation of the Non-Concessional Debt Accumulation Policy.
- Replace the 2020 Comoros Country Strategy Paper (CSP) – Completion Report Validation (CRV) by a 2021 CSP-CRV of a country to be determined (that follows the new CSP Completion Report guidelines).
- Combine the 2014-2018 Synthesis Report on Extended Supervision Report (XSR) validations with that for 2019 XSRs.

2.1. Suggested to be replaced or combined:

1. Replace the Evaluation of the Bank's Guarantee Instruments by an Evaluation of the Additionality and Development Outcome (ADOA) Framework.

¹ Strategic priorities: (i) Focus BDEV evaluations on interventions aligned to ADF-15, GCI-VII, the Ten-Year Strategy and the High 5s; (ii) focus BDEV evaluations where a gap in evaluative knowledge exists; (iii) incorporate knowledge from BDEV evaluation to inform programs; and (iv) proactively provide targeted evaluative knowledge to the Board and policy and operations departments.

Rationale: The evaluation of Bank's Guarantee Instruments was envisaged to start in Q1-2020, with a final report to CODE in Q4-2020 or early 2021. However, Bank Management already began their work on revising the Bank's Policy on Guarantees during the first half of 2019 and discussed a revised version of Bank Group Guarantee Policy in a joint CODE/ Audit and Finance Committee (AUF) meeting in May 2019. During the meeting, CODE/AUF decided that Management could go ahead with the development of the revised policy, without having to wait for IDEV's evaluation, on the condition that the final revised policy document would include a reflection on the Bank's experience with the instrument and the lessons learned. Currently, the final version of the Revised Policy is scheduled for presentation to a joint CODE/AUF meeting in April 2020. Given the aforementioned context, it would not be feasible for the planned evaluation to inform the new policy.

One of the GCI Commitments is to have the current ADOA framework revised by 2021. However, the commitment stipulates the revision of the framework to be conditional on an independent review of it. A 2015 revision of the ADOA framework addressed several issues raised by the independent evaluation report and lessons learned from the practical implementation of the previous framework. After four years of implementation, the framework needs to be independently reviewed to identify areas that require strengthening. In addition, the review should now focus on earlier overlooked areas such as market analysis. To this end, the Macroeconomics Policy, Forecasting and Research Department (ECMR) has requested IDEV to include the review of ADOA in IDEV's 2020 work program, to be delivered in Q1-2021.

2. Replace the evaluation of the Bank's Amended Credit Policy by an Evaluation of the Non-Concessional Debt Accumulation Policy.

Rationale: The evaluation of the Bank's 2014 Amended Credit Policy was planned to start in 2020, but would not come in time to inform the revision of the policy, which is now planned for Q3-2020. Management has instead requested to pull forward the evaluation of the Non-concessional Debt Accumulation Policy (NCDAP), which is part of the 2021 IDEV work program. Management is planning to revise the NCDAP in 2021. Given that timeline, the evaluation of NCDAP, to be started in Q2-2020 and delivered in Q1-2021, would provide relevant evaluative information for CODE and management.

3. Replace the 2020 Comoros Country Strategy Paper (CSP) – Completion Report Validation (CRV) by a 2021 CSP-CRV of a country to be determined (that follows the new CSP Completion Report guidelines).

Rationale: A CSP-CRV was planned for Comoros CSP Completion Report in 2020 as a second pilot exercise; the first being the South Africa CSP-CRV submitted to CODE in 2019. IDEV could not fully utilize the South Africa CSP-CRV to firm up the methodology because the CSP template underwent substantial changes since then and the CSP Completion Report template is now being revised. The CSP-CRV methodology should be aligned with the CSP and CSP Completion Report templates. The new CSP Completion Report template and guidelines are expected to be completed in 2020. Therefore, it is planned that IDEV identify a country whose CSP Completion Report has been prepared as per the new template and guidelines and validate it in Q3-2021.

4. Combine the 2014-2018 Synthesis Report on Extended Supervision Report (XSR) validations with that for 2019 XSRs.

This was originally planned to be delivered as two separate XSR synthesis reports (2014-2018 & 2019). IDEV plans to combine the two reports and deliver as a single 2014-2019 XSR Synthesis Report. The single XSR synthesis report will be delivered for the management response by end of July 2020 and to CODE in Q4-2020.

Rationale: This is for efficiency considerations because there are only 11 XSRs for 2019 and so it would not make sense to have a separate report. In addition, it is more efficient for CODE to discuss a single report.

Table 1: Summary of suggested changes to the 2020 work program

Title	Status	Alignment with Priority Areas
2014-2019 validations + synthesis report	XSR One Planned-To be delivered in Q4 2020 .	Streamline business process to promote efficiency and effectiveness.
Country/regional evaluation		
Comoros CSP Completion Report Validation	Replaced by a CSP-CRV in the 2021 work program	Evaluative information: CSP of the country is ending in 2021. The validation was expected to provide lessons that were to feed into the development of the next CSP. High 5s: All the High 5s.
CSP Completion Report Validation (TBD)	To be selected from cohort of CSPs prepared by using the new CSPCR template and guidelines and to be delivered in Q3-2021	Evaluative information: CSP of the selected country to end in 2021. The validation will provide lessons that will feed into the development of the next CSP for the selected country. High 5s: All the High 5s.
Sector/Thematic evaluation		
Evaluation of Bank's Guarantee Instruments	Replaced by Evaluation of ADOA Framework	Evaluative information: This evaluation was expected to 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. High 5s: All the High 5s.
ADOA Framework evaluation	Added-To start in Q2 2020 and delivered in Q1 2021	Evaluative information: To inform the revision of 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.
Corporate evaluation		
Evaluation of the Bank's 2014 Amended Credit Policy	Replaced by Evaluation of Non-Concessional Debt Accumulation Policy	Evaluative information: This evaluation was expected 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. High 5s: All the High 5s.

Title	Status	Alignment with Priority Areas
Evaluation of the Bank Group Policy on Non-Concessional Debt Accumulation (2011)	Added (To be moved from 2021 work program to 2020 work program) and delivered in Q1 2021	<p>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.</p> <p>High 5s: All the High 5s.</p>

3. CONCLUSION

CODE is invited to endorse the planned changes for 2020 work program on a lapse of time basis.

Annex 1: IDEV's Work Program Status for 2020

Annex 1 provides an overview of the status of the work program for 2020 for evaluation products. IDEV plans to continue delivering 10-12 high level evaluations annually.

Title		Status	Alignment with Priority Areas
2014-2019 validations + synthesis report	XSR One	Ongoing-Planned-To be delivered in Q4 2020 .	Streamline business process to promote efficiency and effectiveness.
Impact Evaluation			
Institutional Support to Governance		To start in Q2-2020 and delivered in Q1-2021	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: All the High 5s
Country/regional evaluation			
CSP Completion Report Validation (TBD)		To be selected from cohort of CSPs prepared by using the new CSPCR template and guidelines and 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
Uganda		To start in Q2-2020 and delivered in Q2-2021	
Rwanda		To start in Q2-2020 and delivered in Q2-2021	
Angola		Preliminary work already started. To be delivered in Q2-2021	
Benin		To start in Q2-2020 and delivered in Q2-2021	
Sector/Thematic evaluation			

Title	Status	Alignment with Priority Areas
ADOA Framework evaluation	Added-To start in Q2 2020 and delivered in Q1 2021	Evaluative information: To inform the revision of 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	To start in Q2-2020 and 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		
Evaluation of the Bank's Results Measurement Framework 2016-2025	Ongoing. To be delivered in Q4-2020	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 of the Bank Group Policy on Non-Concessional Debt Accumulation (2011)	Added (to be moved from 2021 work program to 2020 work program) and delivered in Q1 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 synthesis		
Response to Inclusive Growth	To start in Q3-2020 and delivered in Q2-2021	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. High 5s: Improve the quality of life for the people of Africa