

AFRICAN DEVELOPMENT BANK GROUP



IDEV

Independent Development Evaluation
African Development Bank

INDEPENDENT DEVELOPMENT EVALUATION

2022-2024 WORK PROGRAM

2024 UPDATE

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Acronyms

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

Executive Summary

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

Progress made in 2023

IDEV is set to deliver **fourteen (14) evaluation products in 2023**. IDEV has already delivered **nine (9)** evaluation products, and **five (5)** other products are expected to be delivered by the end of the year.

IDEV continued to produce **knowledge and communication** products for completed evaluations presented to CODE, undertook **outreach and dissemination** to share evaluation findings with key target audiences, and organized knowledge events. For example, IDEV with the East Africa Regional Energy Sector Division (PESD.4), co-hosted a Power Sector Roundtable for stakeholders in Nairobi, Kenya to discuss the evidence-based impacts of rural electrification, on the basis of the impact evaluation of Phase I of the AfDB-funded Kenya Last Mile Connectivity Project. IDEV also actively engaged with stakeholders, including Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank interventions. For example, the new Ten-Year Strategy 2024-2033 is being informed by a number of IDEV evaluations such as the Evaluation of the AfDB's Ten-Year Strategy (2013-2022) and the Evaluation Synthesis on Promoting Inclusive Growth.

IDEV supported **evaluation capacity development** within the Bank and across the African continent both on the supply side and the demand side of evaluation, among others by organizing four (4) targeted trainings for IDEV staff. It also co-organized dialogue forums and further extended its collaboration with and technical support to EvalPartners, Twende Mbele, the Evaluation Platform for Regional African Development Institutions, the African Parliamentarians' Network on Development Evaluation, the Centers for Learning on Evaluation and Results, the Global Evaluation Initiative, the International Labor Organization, the International Program for Development Evaluation Training, the *Réseau Francophone de l'Évaluation*, UNFPA, UNICEF, and the USAID-TSUE Initiative.

In 2023, IDEV took over the rotating chairmanship of the Evaluation Cooperation Group (ECG) of independent evaluation offices of International Financial Institutions. The ECG is a platform through which IDEV collaborates with other independent evaluation offices to harmonize and strengthen the use of evaluations across all facets of multilateral assistance. In 2023, IDEV prepared and organized two in-person meetings as well as online exchanges, among others.

Looking Ahead to 2024

In accordance with the approved 2022-2024 Work Program, thirteen (13) evaluation products are due to be started in 2024. These include one project cluster evaluation, one impact evaluation, four country and regional evaluations, three sector/thematic evaluations (among which IDEV's first-ever rapid evaluation), two corporate evaluations, and one evaluation

synthesis. The 2024 annual Management Action Record System (MARS) report will also be delivered, in addition to the validation of up to 65 Project Completion Reports and 25 Expanded Supervision Reports and a biennial validation synthesis report.

In 2024, IDEV will also hold broad consultations and prepare its proposal for its new Work Program 2025-2027, for discussion with CODE and approval by the Board.

IDEV proposes two changes to the evaluations currently in the 2024 work program, for reasons of timeliness and opportunity, namely (i) to replace the Mid-Term Evaluation of the Cameroon Country Strategy Paper (CSP) by a Mid-Term Evaluation of the Botswana CSP, and (ii) to replace the validation of the Completion Report of the Seychelles CSP by a validation of the Completion Report of the South Sudan CSP.

New Requests for Evaluations

Since the 2023 work program update, IDEV has received requests for three other evaluations not currently included in the work program, namely: (i) an evaluation of the Amended Credit Policy-2014; (ii) an evaluation of the Nigeria Trust Fund (NTF); and (iii) an evaluation of Governance Institutional Support Projects in Zimbabwe. **IDEV seeks CODE's guidance on the evaluations requested**, because it currently does not have space to accommodate these evaluations in the 2024 work program. IDEV could only consider them if CODE decides to drop or postpone a commensurate number and type of other evaluations currently in the 2024 work program.

Resource Requirements for Implementation of the 2024 Work Program

As per the approved 2022-2024 Work Program, human and financial resources are proposed to remain unchanged as compared to 2023. The budget envelope proposed by IDEV for the implementation of the 2024 work program amounts to UA 3.87 million in direct costs (consultants, missions, and meetings), a nominally flat budget compared to 2023. Staff costs are centrally managed by the HR Department.

CODE is invited to take note of this work program update, to provide guidance on the additional evaluations requested, and to approve IDEV's work program and budget for 2024.

Introduction

The purpose of this document is to provide an update on IDEV’s 2022-2024 work program, approved by the Board of Directors in December 2021¹. In line with previous practice, this document reports on the status of delivery in 2023 and the planned evaluations for 2024.

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

Overview of the 2022-2024 Work Program

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

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

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

¹ ADB/BD/WP/2021/147/Rev.2/Approved.

IDEV Products by Launch Year	2022	2023	2024
Support to platforms (APNODE, EPRADI)	2	2	2
Support to countries (via Twende Mbele)	7	7	7
Support to organizations (EvalPartners)	1	1	1

Progress on the work program in 2023

This section discusses the implementation of IDEV’s overall work program in 2023, including carry-overs from the previous work program period (2019-2021) and 2022. IDEV is set to deliver 14 evaluation products in 2023, in addition to the 2022 Project Completion Report (PCR) and Expanded Supervision Report (XSR) validations. IDEV’s 2022 Annual Report has also been delivered. Knowledge management, dissemination and outreach, and evaluation capacity development and partnerships initiatives are being undertaken as planned.

Evaluation Products

In 2023, IDEV has so far delivered² **nine (9)** evaluation products. These include: the project cluster evaluation of the Technologies for African Agricultural Transformation (TAAT) Program, Phase I; three Country Strategy and Program Evaluations (CSPEs) for Mauritania, Kenya, and Sao Tomé and Príncipe, the Country Strategy Paper (CSP) Mid-Term Evaluation for Tanzania and the eSwatini CSP Mid-Term Review (MTR) Validation; two sector/thematic evaluations (the Mid-term Evaluation of the Bank’s Strategy for Jobs for Youth in Africa and the Evaluation of the Bank’s support for Renewable Energy); and the 2022 IDEV MARS Report.

In addition, **five (5)** other evaluation products will be delivered before the end of the year, namely: the thematic evaluation of the AfDB’s Economic and Sector Work; the corporate evaluation of Counterpart Funding; two evaluation syntheses (Support for Agriculture and Agribusiness Growth and Productivity, and Public Financial Management); and the 2023 MARS report.

Seven evaluation products which had already been delivered in 2022 were presented to CODE or distributed to the Board for information in 2023, thereby bringing the process to completion. These included: the Synthesis Report of 2020-2021 PCR and XSR Validations, the cluster evaluation of the Management of Resources in ADF-funded projects in RMCs, the impact evaluation of a Public Financial Management project in DR Congo, two CSP MTR validations for Equatorial Guinea and Niger, the Evaluation of Non-Sovereign Operations, and the Evaluation Synthesis on Promoting Inclusive Growth.

The implementation progress in 2023 of the evaluation products from the previous work program periods of 2019-2021 and 2022 is summarized in Table 2, while Table 4 below shows the status of the evaluations from the 2023 work program.

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

Table 2: Implementation progress in 2023 of evaluation products from the 2019-2021 and 2022 work program periods

IDEV Product Lines and Products	Work Program Year	Status as of 18/10/2023	(Expected) Delivery by
Validations			
<i>Synthesis Report of 2020-2021 PCR and XSR Validations*</i>	2022	<i>Completed</i>	<i>Distributed to Board 11 April 2023</i>
Project cluster evaluations			
<i>Management of Resources in ADF-funded Projects*</i>	2021	<i>Completed</i>	<i>Distributed to Board 11 May 2023</i>
Technologies for African Agricultural Transformation	2022	Completed	Presented to CODE 23 June 2023
Impact evaluations			
<i>Public Finance Modernization Support Project – DRC*</i>	2020	<i>Completed</i>	<i>Presented to CODE 17 Jan. 2023</i>
A health infrastructure project: the Maternal Mortality Reduction Project in Tanzania	2022	Ongoing	Q1 2024
Country/Regional evaluations			
Mauritania CSPE	2019	Completed	Presented to CODE 9 May 2023
<i>Niger CSP MTR validation*</i>	2021	<i>Completed</i>	<i>Distributed to Board 16 Feb. 2023</i>
<i>Equatorial Guinea CSP MTR validation*</i>	2021	<i>Completed</i>	<i>Distributed to Board 3 March 2023</i>
Sao Tome CSPE	2021	Delivered	To be presented to CODE 28 Nov. 2023
Tanzania CSP Mid-Term Evaluation	2022	Completed	Presented to CODE 15 Sept. 2023
eSwatini CSP MTR Validation	2022	Completed	Distributed to Board 20 Sept. 2023
Kenya CSPE	2022	Delivered	To be presented to CODE 21 Nov. 2023
Liberia CSPE	2022	Ongoing	Q1-2024
Sudan CSPE	2022	Could not be undertaken due to country conditions	-
Sector/Thematic evaluations			
<i>Evaluation of Non-Sovereign Operations*</i>	2020	<i>Completed</i>	<i>Distributed to Board 4 May 2023</i>
Evaluation of the Bank's support to Renewable Energy (Wind, Solar, Hydro, and Geothermal)	2021	Delivered	To be presented to CODE 24 Oct. 2023
Mid-term Evaluation of Bank's Strategy for Jobs for Youth in Africa (2016-2025)	2021	Delivered	To be presented to CODE 3 Nov. 2023
Economic and Sector Work	2022	Ongoing	Q4-2023

IDEV Product Lines and Products	Work Program Year	Status as of 18/10/2023	(Expected) Delivery by
Mid-Term Evaluation of Results Based Financing Policy (2017)	2022	Ongoing	Q1-2024
Corporate evaluations			
Evaluation of Counterpart Funding	2021	Ongoing	Q4-2023
HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management)	2022	Ongoing	Q1-2024
HR Evaluation 2 (Rightsizing/ Strategic Staffing & Incentive structure)	2022	Ongoing	Q1 2024
Evaluation syntheses			
<i>Promoting Inclusive Growth*</i>	2020	<i>Completed</i>	<i>Distributed to Board 24 May 2023</i>
Support for Agriculture and Agribusiness Growth and Productivity	2021	Ongoing	Q4-2023
Public Financial Management	2022	Ongoing	Q4 2023
IDEV MARS Report & Annual Report			
IDEV MARS Report 2022	2022	Completed	Distributed to Board 2 Feb. 2023
IDEV Annual Report 2022	2022	Completed	Distributed to Board 24 May 2023

*: *Delivered in 2022, presented to CODE or distributed to Board for information in 2023*

Knowledge Management, Dissemination and Outreach

Knowledge management (KM) is one of IDEV's core functions. That is, ensuring that the knowledge from IDEV evaluations is quality-assured, properly documented, duly shared with the intended audiences, and utilized by them. IDEV does this by preparing a stakeholder mapping, knowledge needs assessment and dissemination strategy for each evaluation (at inception), which lays out the key audiences and the means of sharing knowledge with them throughout and after the evaluation process. The IDEV website, <https://idev.afdb.org/>, email, social media, and virtual and physical events are the most often used channels for knowledge sharing.

IDEV published on its website all the evaluation reports completed during the year 2023. For the evaluations that received a Management Response, this Response formed a section of the published evaluation report. In addition to publishing the report, IDEV prepares and disseminates user-friendly knowledge products which underscore the evaluation's key messages. These include, among others, briefs, highlights, factsheets, infographics, videos, and lessons notes. For example, IDEV prepared Lessons Notes from the Impact Evaluation of the Public Finance Modernization Support Project in the Democratic Republic of Congo and from the Cluster Evaluation of the Management of Resources in ADF-Funded Projects. The knowledge products were posted on IDEV's website and promoted via email, newsletter and social media.

Fostering learning is a key objective of IDEV's evaluations. To this end, in 2023, IDEV organized several targeted learning events for internal as well as external audiences. Many of these were co-organized with other Bank departments both at HQ and in the country offices. For example, a number of capitalization workshops were held for Bank staff. These workshops provide a platform for staff who an evaluation pertains to, to candidly discuss its results, based on their experiences, and to gain insights for improving performance. In February, IDEV together with PINS and SNDR organized a capitalization workshop for two evaluation products: the Evaluation of the Bank's Implementation of its Non-Sovereign Operations and the Synthesis Report of 2020-2021 PCR and XSR Validations. Other capitalization workshops were held in March around the Evaluation Synthesis on Promoting Inclusive Growth, cohosted with SNSP, and around the Evaluation of the Management of Resources in ADF-funded Projects, cohosted with FIRM, RDSA, and RDTS. In April, a learning workshop around the Impact evaluation of the Public Finance Modernization Support project was co-hosted with ECGF.

Learning events were also held for external stakeholders. For example, IDEV together with the East Africa Regional Energy Sector Division (PESD.4), co-hosted a Power Sector Roundtable for stakeholders in Nairobi, Kenya in April. This was to discuss the evidence-based impacts of rural electrification, on the basis of IDEV's impact evaluation of Phase I of the AfDB-funded Kenya Last Mile Connectivity Project. Participants included senior officials from the Energy Ministry and the State Department for Economic Planning, the power sector utilities and regulatory body, media, and energy sector experts from other development partners, including the European Investment Bank (EIB), *Agence Française de Développement* (AFD) and Japan International Cooperation Agency (JICA). In addition, IDEV evaluators were resource persons for events organized by other departments, such as the Institutional Capacity Building and Fiduciary Clinic organized by ECAD for AfDB project implementers in Zambia.

IDEV engaged with stakeholders, including Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank policies, strategies, and operations. For example, the new Ten-Year Strategy (TYS) 2.0 for the period 2024-2033 is being informed by a number of IDEV evaluations such as the Evaluation of the AfDB's Ten-Year Strategy (2013 - 2022) and the Evaluation Synthesis on Promoting Inclusive Growth. IDEV also produced and disseminated its triannual magazine eVALUation Matters as well as a bi-monthly e-newsletter, Evaluation Roundup.

Evaluation Capacity Development and Partnerships

IDEV supports evaluation capacity development, both within the Bank and across Regional Member Countries (RMCs), on the supply side as well as the demand side of evaluation. As at the end of the third quarter 2023, IDEV had contracted and organized the delivery of four (4) evaluation capacity development training courses for its staff (see Table 3 below). Additionally, four IDEV staff have leveraged the AfDB's Staff Capacity Development support to attend and complete trainings at the Harvard Kennedy School of Government, USA and at the University of Cape Town, South Africa. Trainings remaining to be organized are 'Leveraging digital technologies to enhance evaluation design, roll-out & reporting' and 'Inter-generational Communication at the Workplace'.

IDEV staff also supported and participated in capacity development events organized by others such as the Global Evaluation Initiative (GEI)'s 2023 gLOCAL Evaluation Week; supported

the participation of Parliamentarians and emerging evaluators at the *Forum International Francophone de l'Évaluation* (FIFE 2023); the inaugural National Evaluation Conference in Mozambique, organized by the Mozambican Association for Monitoring & Evaluation; and the 2023 IPDET (International Program for Development Evaluation Training) in-person training, held in Bern, Switzerland. IDEV's participation included organizing webinars, serving as panelists, and as co-instructors. Other evaluation capacity development trainings and associated capacity development events that IDEV plans to contribute to by the end of the year include the CLEAR-FA (Center for Learning on Evaluation and Results – Francophone Africa) regional roundtable themed "Evaluation as a tool for public policy embeddedness in the West Africa Economic and Monetary Union region: state of art and perspectives" (22-24 November) and a bootcamp for young and emerging evaluators organized by the African Institute for Monitoring and Impact Evaluation of Development Policies, Programs and Projects (20-26 November).

IDEV continued to support the supply side of evaluation on the continent through initiatives such as Twende Mbele, a peer learning partnership on M&E among African governments, notably: Benin, Ghana, Kenya, Niger, Uganda, and South Africa. It also continues to host the Secretariat of the African Parliamentarians' Network on Development Evaluation (APNODE), including organizing its Annual General Meeting, which in 2023 will take place virtually themed "Rethinking Integration & Trade in Africa: What Role Should National Parliaments Play?" (25-27 October). Further, IDEV continued to support the Evaluation Platform for Regional African Development Finance Institutions (EPRADI), attending meetings and raising funds. Finally, IDEV lead and actively supported partnerships to build capacity and promote a culture of evaluation, including with organizations such as CLEAR Anglo- & Francophone Africa, EvalPartners, the GEI, the International Labor Organization, IPDET, the *Réseau Francophone de l'Évaluation*, UNFPA, UNICEF and the USAID-TSUE initiative..

In 2023, IDEV took over the rotating chairmanship of the Evaluation Cooperation Group (ECG) of independent evaluation offices of International Financial Institutions. The ECG is a platform through which IDEV collaborates with other independent evaluation offices to harmonize and strengthen the use of evaluations across all facets of multilateral assistance. In 2023, IDEV prepared and organized two in-person meetings in Abidjan, as well as online exchanges and webinars, among others.

Table 3: Knowledge, Evaluation Capacity Development and Partnerships Activities

Title of Activity	Status	(Expected) Delivery
Capitalization workshop: Evaluation of the Bank's Implementation of its Non-Sovereign Operations and Synthesis Report of 2020-2021 PCR and XSR Validations	Completed	14 Feb. 2023
Training: Effective Hybrid Working	Completed	22-24 Feb. 2023
Capitalization workshop: Evaluation Synthesis on Promoting Inclusive Growth	Completed	10 March 2023
Training: Building Complexity into Development Evaluation	Completed	6-8 March 2023
Capitalization workshop: Evaluation of the Management of Resources in ADF-funded Projects	Completed	24 March 2023
Training: Project Management & Planning – 2 nd Batch	Completed	03-05 April 2023
Knowledge event: Power Sector Roundtable for stakeholders in Nairobi, Kenya	Completed	4 April 2023
Learning workshop: Impact evaluation of the Public Finance Modernization Support project	Completed	14 April 2023
Training: Remote Communication & Collaboration	Completed	26-28 April 2023
Inaugural Mozambican Evaluation Association National Evaluation Conference	Completed	3-4 May 2023
2023 GEI gLOCAL Evaluation Week	Completed	29 May–2 June 2023
<i>Forum international francophone de l'évaluation</i>	Completed	4-6 July 2023
2023 IPDET in-person Training, Bern, Switzerland	Completed	10-21 July 2023
2nd Monitoring, Evaluation & Learning Conference, Arusha, Tanzania	Completed	11-15 Sept. 2023
Bootcamp for young and emerging evaluators	Planned	20-26 Nov. 2023
Regional roundtable "Evaluation as a tool for public policy embeddedness in the WAEMU region: state of art and perspectives"	In progress	22-24 Nov. 2023
Training: Leveraging digital technologies to enhance evaluation design, roll-out & reporting	In-progress	22-24 Nov. 2023 & Q1 2024
Training: Inter-generational Communication at the Workplace	Planned	Q1 2024

Status of Implementation of 2023 Commitments as Outlined in the 2022-2024 Work Program

In addition to the evaluation products from previous work program years ongoing in 2023, and the annual PCR and XSR validation exercise, IDEV has launched 11 more evaluation products in 2023, as per the approved work program. Table 4 gives a summary of the implementation status of the 2023 commitments.

Table 4: Overview of 2023 commitments as outlined in the 2022-2024 work program

Evaluation type	Status	Alignment with needs for evaluative information
Validation		
2022 PCR validations: up to 65 (with 10% field visits) 2022 XSR validations: up to 25 (with 10% field visits)	Ongoing: Delivery Q1-2024	IDEV will validate the performance of up to 65 completed public and 25 private sector projects with a PCR or XSR and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for 10% of the completed projects with a completion report.
Project Cluster		
Rail and aviation projects	Ongoing: Delivery Q3 2024 , as part of the Transport Sector evaluation	To inform and support the evaluation of the Bank's support to the Transport Sector (see below). This evaluation focuses on the relevance, efficiency, effectiveness, and sustainability of a cluster of Bank projects in the Rail and Aviation sub-sector in selected RMCs.
Country/regional		
Namibia CSPE	Ongoing: Delivery Q2-2024	IDEV has started its evaluations of the current CSPs for Namibia and Sierra Leone to inform the development and discussion of new CSPs for the two countries. The RISP North mid-term evaluation examines the implementation of the RISP for North Africa. The evaluations focus on relevance, coherence, effectiveness, efficiency, sustainability, and contributions to national/ regional development outcomes.
Sierra Leone CSPE	Ongoing: Delivery Q2-2024	
RISP North mid-term evaluation	Ongoing: Delivery Q2-2024	
Sector/Thematic		
Transport Sector Evaluation	Ongoing: Delivery Q3-2024	IDEV's previous transport sector evaluation covered the period 2000-2011. This evaluation examines the Bank's support to the transport sector over the period 2012-2022 and assesses its relevance, coherence, efficiency, effectiveness, sustainability, and impact. It will also generate useful lessons and recommendations. Two cluster evaluations of Bank-funded Road and port projects (2021) and rail and aviation projects (2023) will provide deeper knowledge on these two sub-sectors.
Bank's Support for Economic Diversification	Ongoing: Delivery Q3-2024	For decades, economic diversification has been a policy priority for low- and middle-income countries in Africa. Lack of diversification weakens the foundation of their economic transformation and slows their pace of progress. It also makes these countries particularly vulnerable to sudden external

Evaluation type	Status	Alignment with needs for evaluative information
		shocks, as the COVID-19 pandemic-induced disruption of tourism and oil-dependent economies has illustrated. This evaluation examines how well the AfDB has supported economic diversification in RMCs, as set out in its RISPs and CSPs.
Corporate		
Bank's Decentralization	Ongoing: Delivery Q2-2024	The Bank's major products and services are planned, prepared, and delivered at country or sub-regional level, and programmatic and financial decision making is increasingly devolved to country and regional offices. Decentralization has taken on increased urgency due to strong client demand, the DBDM, new challenges and opportunities from increased ADF and GCI resources, as well as demand regarding the Bank's business continuity management. The evaluation focuses on three areas: (i) the strengthening of country offices; (ii) the expansion of the Bank's presence in Transition States; and (iii) the establishment and strengthening of Regional Development and Business Delivery Offices. The evaluation will assess the relevance, coherence, effectiveness, and efficiency of the strategies undertaken to implement decentralization and the results achieved. The factors which have supported or hindered decentralization will also be examined.
Implementation of the One Bank Approach	Ongoing: Delivery Q2-2024	The AfDB pursues a "One Bank" approach to offer a holistic response to the needs of its RMCs. It maximizes the use of the Group's resources, instruments, and competencies across financing windows, and also engages both the AfDB's headquarters and its country and regional offices. The evaluation will look at the relevance, coherence, effectiveness, and efficiency of the implementation of the One Bank approach.
Comparative studies & Evaluation syntheses		
Comparative Study: MDB Operating Models	Ongoing: Delivery Q1-2024	This study compares the AfDB's and selected other MDBs' operating models and will highlight the strengths and weaknesses of the different models, as well as good practices in effectiveness and efficiency.
Evaluation Synthesis of Policy Dialogue	Ongoing: Delivery Q1-2024	The synthesis will assemble evaluative knowledge from both the AfDB and other institutions. It will gather information regarding policy dialogue across a range of sectors at the country, regional and international levels, the use of different mechanisms appropriate to the specific context, and the results of these initiatives. It will also look at the timeliness of policy dialogue and whether it is consistent with what other MDBs are doing.
IDEV MARS Report		
IDEV MARS Report 2023	Ongoing: Delivery Q4-2023	To provide a report to CODE annually on the status of adoption (alignment + implementation) of evaluation recommendations by Bank Management.

IDEV’s Work Program Update for 2024

In accordance with the approved 2022-2024 Work Program, thirteen (13) evaluation products are due to be started in 2024. These include one project cluster evaluation, one impact evaluation, four country and regional evaluations, three sector/thematic evaluations (among which IDEV’s first-ever rapid evaluation), two corporate evaluations, and one evaluation synthesis. The 2024 annual MARS report will also be delivered, in addition to the validation of up to 65 PCRs and 25 XSRs and a biennial validation synthesis report (Table 5). In addition, IDEV will conduct Knowledge Management and Evaluation Capacity Development initiatives as indicated in Table 6.

In 2024, IDEV will also hold broad consultations and prepare its proposal for its new Work Program 2025-2027, for discussion with CODE and approval by the Board before the end of the year.

Table 5: Overview of evaluation products due to start in 2024

Title	Status	Focus	Alignment with needs for evaluative information
Validations			
2023 PCR validations: up to 65 (with 10% field visits) 2023 XSR validations: up to 25 (with 10% field visits) 2022-2023 PCR/XSR Validation Synthesis Report	Planned	IDEV will validate the performance of up to 65 completed public and 25 private sector projects with a PCR or XSR and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for 10% of the completed projects with a completion report. IDEV will produce a PCR/XSR Validation Synthesis Report.	To provide the Bank’s Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB; to provide the Board and Bank Management with a biennial report on the performance of Bank-supported projects and the quality of self-evaluation in the Bank, and Bank staff with lessons in these two areas.
Project Cluster Evaluations			
Bank-funded Projects to support RMCs in the area of Climate Change	Planned	Climate change is an integral part of the TYS and GCI-7 commitments and an increasing area of Bank support. The Bank has adopted a new Climate Change and Green Growth Policy, Strategy and Action Plan. In 2024, IDEV will evaluate a cluster of projects through which the Bank supports RMCs in their response to climate change. Specifically, the evaluation will focus on the design and coverage of interventions and internal organizational arrangements, collaboration, and coordination. It	To provide the Board and Bank Management with early lessons from the implementation of the new Climate Change Policy, Strategy and Action Plan, and inform the next Bank Group Climate Change Action Plan. The Bank’s Climate Change Action Plan is informed by and guides the implementation of the Bank’s Climate Risk Management and Adaptation Strategy and Clean Energy Investment Framework, which address

Title	Status	Focus	Alignment with needs for evaluative information
		will also cover climate financing and project performance to the extent possible. Finally, it will draw lessons from the Bank's support to RMCs in their efforts to adapt to and mitigate the impact of climate change, to inform future operations	the broader issues of climate change adaptation and mitigation respectively.
Impact Evaluations			
A Jobs for Youth Project	Planned	This evaluation will focus on the impact on social and economic indicators of a selected Jobs for Youth project in an RMC.	The Jobs for Youth in Africa Strategy 2016-2025 foresees a series of impact evaluations of a subset of activities in different intervention areas under the Strategy, in order to assess the overall job creation impact of the Strategy. This evaluation will complement these impact evaluations foreseen in the Strategy and will also guide future directions of a possible successor strategy/action plan.
Country/Regional evaluations			
The Regional Integration Framework (2018- 2025) Gambia CSPE Cameroon CSP mid-term evaluation Seychelles CSP Completion Report validation	Planned Planned Propose change to Propose change to	IDEV will evaluate the Regional Integration Framework 2018-2025 and the CSP for The Gambia. Each evaluation will focus on how well the underlying document was designed (including addressing the most pressing development constraints) and implemented, and the extent to which it produced results and contributed to national/regional development outcomes. It will also look at what aspects worked, what did not work and why.	The CSP of The Gambia is ending in 2025. The evaluation will provide findings, lessons and recommendations that will feed into the development of the next CSP. The evaluation of the Regional Integration Framework will provide findings, lessons and recommendations for the next strategic document.
Sector/Thematic evaluations			
Implementation of the Selectivity Framework	Planned	Selectivity or its lack thereof has often been identified by the AfDB as a key factor affecting the outcomes of the AfDB's country engagements. The evaluation will focus on the role and the practice of selectivity in the AfDB's country strategies and explore the link between selectivity and country program outcomes. It will also explore whether the application of selectivity has been	This evaluation will provide lessons and recommendations that will contribute to better understanding of the implementation of the Selectivity Framework and help Management to improve the execution going forward.

Title	Status	Focus	Alignment with needs for evaluative information
		based on sound criteria such as potential magnitude of impact, likelihood of country action, additionality of the Bank's contribution, relative cost of Bank involvement in an activity or sector, ensuring alignment and ownership, portfolio performance, development outcomes, and quality and readiness.	
Implementation of the Multidimensional Debt Action Plan (2021-2023)	Planned	This evaluation will look at the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the actions foreseen under the Action Plan and will draw lessons accordingly. It will also assess the factors that have supported or impeded implementation of the Action Plan.	This evaluation will support accountability for the implementation of the Plan and provide lessons that will guide future Bank actions in the area of debt sustainability and debt management.
Africa Investment Forum (Rapid Evaluation)	Planned	The Africa Investment Forum is Africa's investment marketplace, championed by the AfDB and its partners, to accelerate the closure of the continent's investment gaps. It operates as a multi-stakeholder, multi-disciplinary platform dedicated to advancing projects to bankable stages, raising capital, and accelerating the financial closure of deals. This evaluation will look at the strategic orientation, effectiveness and efficiency of the Africa Investment Forum in meeting its objectives since its inception. The evaluation will be conducted using Rapid Evaluation methodology and will therefore be focused on a limited number of evaluation questions.	The evaluation will provide lessons and recommendations for the AfDB and partners on the three core objectives of AIF, namely: <ul style="list-style-type: none"> • Advancing projects to bankable stage, by effective project preparation as well as efficient transaction advisory services that advance deals in the Africa Investment Forum pipeline. • Capital raising to mobilize partners and investors, especially institutional investors, for increased co-financing. • Accelerating financial closure of deals through a coordinated approach.
Corporate evaluations			
Implementation of GCI-VII commitments	Planned	This evaluation will assess the extent to which the GCI-VII commitments have been implemented and the outcomes of this implementation. It will also examine the factors that have supported or hindered the	The evaluation will provide Bank Management and the Board with a basis for accountability for the implementation of the commitments, as well as lessons that will guide the implementation of any

Title	Status	Focus	Alignment with needs for evaluative information
		implementation of the commitments	remaining GCI-VII commitments and future commitments.
Bank's external communication	Planned	The evaluation will look at the relevance, coherence, effectiveness, and efficiency of the Bank's external communication. It will examine whether the Bank has increased the visibility, credibility, and accurate understanding of the Bank's interventions among key target audiences. It will also focus on the extent to which the Bank has influenced development policy by leveraging the Bank's knowledge and experience through communications.	To draw useful findings, lessons, and recommendations to inform present and future Bank external communication strategies.
Comparative studies and evaluation syntheses			
Evaluation Synthesis of Technical Assistance	Planned	The report will synthesize evidence from the AfDB and other sources on the relevance, effectiveness and efficiency of TA support provided to institutions/ organizations and projects in RMCs.	It will provide lessons for the implementation of Technical Assistance by the Bank, among others under the Bank's Capacity Development Strategy 2021-2025, and will inform any revision of that Strategy.
IDEV MARS Report			
IDEV MARS Report 2024	Planned	Implementation of evaluation recommendations	To provide a report to CODE annually on the status of adoption of evaluation recommendations.

Table 6: Knowledge Management and Evaluation Capacity Development Activities for the 2024 work program

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

Changes proposed by IDEV

IDEV proposes two changes to the evaluations in the 2024 work program, for reasons of timeliness and opportunity. Firstly, the foreseen Mid-Term Evaluation of the Cameroon CSP is no longer timely because the current CSP (2023-2028) was approved in June 2023. Its midpoint is therefore in early 2026 rather than in 2024. **IDEV thus proposes to replace it by a Mid-Term Evaluation of the Botswana CSP**, which covers 2022-2026, and hence its midpoint falls in 2024. IDEV last evaluated a country strategy for Botswana in 2014. Secondly, the Completion Report of the Seychelles CSP (2021-2025) is expected in 2025 rather than in 2024. **IDEV therefore proposes to validate the Completion Report of the South Sudan CSP instead**, which is expected in 2024. IDEV has not evaluated a country strategy document for South Sudan before.

IDEV has consulted the respective Country Managers/Lead Economists and the RDVP front office on the proposed change, and they are in agreement. **IDEV seeks CODE's endorsement of these two changes.**

Additional Requests for Evaluations

Since the 2023 Work Program Update discussed with CODE in November 2022, IDEV has received requests from Board members and/or Bank Management to consider including the following independent evaluations in its work program:

1. **2014 Amended Credit Policy** (“Diversifying the Bank’s Products to Provide Eligible ADF-Only Countries Access to the ADB Sovereign Window”): Request received from SNSP. The justifications for this request are as follows: (i) The evolving needs of the Bank, most specifically the plan for ADF to go to the market (Market Borrowing Option). The introduction of Moderately Concessional Loans may have an impact on the Bank’s treatment of eligible countries; (ii) Related to this, evolving debt vulnerabilities of our RMCs; (iii) The request by operations teams to include guarantees explicitly.
2. **The Nigeria Trust Fund (NTF)**: Request received from FIVP and ED Oyetunde. In the context of discussions between the Bank and the Nigerian authorities on the extension of the NTF, a request for an independent evaluation of the NTF’s recent operations was made, to guide its future management. The completion of the evaluation will (i) unlock the NTF’s remaining balance of USD 83 million to further support low-income countries with concessional lending; and (ii) trigger negotiations on a substantial replenishment of the NTF.
3. **Governance Institutional Support Projects in Zimbabwe**: Request received from ECGF. Since 2013, the Bank has been providing institutional support to the Government of Zimbabwe in the area of governance and accountability through 7 projects. An evaluation that would assess the results, efficiency, effectiveness and sustainability of the ISPs, identify gaps, and draw lessons for the future is considered to be a useful input to the Bank’s ongoing and future engagement in Zimbabwe, since (i) governance remains a critical component of the Bank’s support to Zimbabwe and to ensure that the AfDB continues to remain relevant and responsive to the country’s needs in this priority area; and (ii) President Adesina is a champion of the Zimbabwe arrears clearance and debt resolution process, in which governance remains a key pillar of the engagement with the international community and a condition for creditors and development partners to consider debt relief plans in the medium to longer term.

IDEV acknowledges the above-mentioned requests and **seeks CODE's guidance on the evaluations requested**. Since the 2024 Work Program is already full, IDEV can only accommodate additional evaluations if CODE decides to drop or postpone a commensurate number and type of currently planned evaluations.

Resource Requirements for implementation of the 2024 Work Program

In the approved 2022-2024 work program, it was agreed that in 2022, the IDEV budget would receive a one-off increase of 2% as compared to its 2021 budget, to compensate for inflation, and that it would remain constant in nominal terms in 2023 and 2024; likewise, there would be no changes to the department's staff complement. In keeping with this agreement, IDEV proposes a flat budget of UA 3.87 million for direct costs (consultants, missions, and meetings), the same as in 2023. As concerns staff costs, which are centrally managed by the HR Department, IDEV seeks no changes to its staff complement and will respect the amount included in the Bank's overarching Program and Budget Document, once this has been agreed with the Board.

IDEV believes that with its existing staff complement and this budget envelope, it will be in a position to deliver on its 2024 work program agreed with the Board.

CODE is invited to take note of this work program update, to provide guidance on the additional evaluations requested, and to approve IDEV's work program and budget for 2024.



IDEV

Independent Development Evaluation
African Development Bank

INDEPENDENT DEVELOPMENT EVALUATION 2022-2024 WORK PROGRAM

Addendum to the 2024 Work Program Update

January 2024



AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
DE DÉVELOPPEMENT

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1. Follow-up to the CODE meeting of 6 November 2023

During the CODE meeting held on 6 November 2023 to discuss the IDEV work program update for 2024¹, IDEV proposed to replace the foreseen Mid-Term Evaluation of the Cameroon CSP (2023-2028) by a Mid-Term Evaluation of the Botswana CSP (2022-2026) and to replace the Validation of the Completion Report of the Seychelles CSP (2021-2025) by the Validation of the Completion Report of the South Sudan CSP (2022-2024), for reasons of timeliness and opportunity. These proposals were endorsed by CODE and will be implemented in IDEV’s 2024 work program.

IDEV also presented requests that it had received for three additional evaluations not currently included in the 2024 work program, namely: (i) an evaluation of the 2014 Amended Credit Policy; (ii) an evaluation of the Nigeria Trust Fund (NTF); and (iii) an evaluation of Governance Institutional Support Projects in Zimbabwe. CODE members were amenable to including the latter two evaluations in the 2024 work program at the expense of evaluations currently in the work program, but requested more information on the pros, cons and impacts of dropping or postponing the evaluations already planned for 2024, and the trade-offs involved. Table 1 below provides some considerations for maintaining or postponing each evaluation currently planned in the IDEV 2024 work program.

In addition, IDEV sought CODE’s views on the 2-3 evaluation questions that members would like to see examined by the planned Rapid Evaluation of the Africa Investment Forum (AIF). CODE advised to consult the Chairperson of AUFI, since AUFI has been leading the discussions on the AIF. We would like to inform CODE that we have followed up on the advice received and met with the Chairperson of AUFI, who provided guidance on the specific areas that the evaluation could look into. We have likewise met with PAIF and PAGL, and are pursuing meetings with other members of Senior Management, to also seek their views. These various consultations will feed into the Concept Note to be prepared for this evaluation early in 2024.

Table 1: Considerations for maintaining or postponing each of the evaluations planned for 2024

Evaluations Planned for 2024	Considerations for maintaining or postponing the evaluation
Validations	
2023 PCR validations: up to 65 (with 10% field visits) 2023 XSR validations: up to 25 (with 10% field visits)	PCR and XSR validations are a standard element of IDEV’s annual work program. The data they generate are used as the basis for reporting in the Bank’s Annual Development Effectiveness Review, and they inform country, sector, thematic and other higher-level evaluations. The validation of the 2023 PCRs and XSRs is actually already ongoing. Stopping this process would not save much effort but would deprive the 2024 ADER of its data source, and is therefore not recommended.
2022-2023 PCR/XSR Validation Report	The Validation Synthesis Report is produced every two years to provide the Board and Management with critical lessons regarding the implementation and effectiveness of projects supported by the AfDB. It could potentially be postponed to 2025 and cover 3 years instead, but the resources saved would not be sufficient to cover for an evaluation of another type (such as a project cluster, corporate or thematic evaluation), since these are much more resource-intensive.
Project Cluster Evaluations	

¹ ADB/BD/WP/2023/206

Bank-funded Projects to support RMCs in the area of Climate Change	This evaluation was intended to evaluate a cluster of projects approved under the Bank’s Climate Change and Green Growth Strategic Framework, consisting of a policy and a strategy (approved in Oct. 2021) and an Action Plan (approved in early 2022). Given the relatively recent adoption of the Strategic Framework, the approved projects are not likely to be numerous, and most of them will not yet have matured, needing more time to generate sufficient results. Any evaluation undertaken in 2024 could necessarily only focus on preparation, quality and design issues, and some early implementation, but not on results. Therefore, it is advisable to postpone the evaluation to allow time for the projects to mature, yielding more material to evaluate later. Postponing the evaluation would reduce the evaluation coverage of the Bank’s portfolio, but this can be mitigated by replacing the evaluation by another cluster evaluation.
Impact Evaluation	
A Jobs for Youth Project	Due to their resource intensity, IDEV conducts an impact evaluation only every two years. The impact evaluation of a Jobs for Youth project was deliberately chosen to follow on from IDEV’s mid-term evaluation of the Jobs for Youth in Africa Strategy (2016-2025). The impact evaluation would complement the strategy-level evaluation by taking a deep dive into the concrete impacts, attributable to the Bank, of a JFYA project. Dropping or postponing the evaluation would free up resources and would have little impact on evaluation coverage (since it covers only a single project), but during the CODE discussion of IDEV’s JFYA Strategy evaluation (3 Nov. 2023), Board members expressed interest in learning more about the results achieved under the strategy, and this evaluation can help to meet that knowledge need.
Country/Regional evaluations	
The Regional Integration Framework (2018- 2025)	Timeliness is key to these evaluations since they are used to inform the preparation of the next CSPs/Framework. IDEV therefore advises to conduct these evaluations as planned.
Gambia CSPE	
Mid-Term Evaluation of the Botswana CSP	
Validation of the Completion Report of the South Sudan CSP	
Sector/Thematic evaluations	
Implementation of the Selectivity Framework	Following on from a GCI-VII commitment, the Selectivity Framework approved in 2021 does not have set end date and therefore its evaluation is not time-sensitive, although the framework does foresee a review in 2024. Selectivity is intended to be a centerpiece of the new TYS 2.0, with specific selectivity indicators to be included in its Results Management Framework. An evaluation in 2024 can thus help to inform the implementation of the new TYS and how to operationalize selectivity under it.
Implementation of the Multidimensional Debt Action Plan (2021-2023)	The issue of RMCs’ debt sustainability and debt management remains an important and current challenge. Maintaining this evaluation would therefore be therefore relevant and opportune.
Africa Investment Forum (Rapid Evaluation)	The Board has emphasized its strong interest in this evaluation, to inform further decision-making about the AIF, so we are not considering to drop or postpone it.
Corporate evaluations	
Implementation of GCI-VII commitments	This request for this evaluation stems from the GCI-VII document itself ² , approved by the Board of Governors, and thus it would be difficult to drop or postpone it.
Bank’s external communication	This evaluation was included in IDEV’s work program at a time when the Bank did not have an active communications strategy. With the approval in June 2023 of a new Bank Communication and External Relations Strategy 2023-2027, that situation has

² “The implementation of these reforms will be assessed at mid-term through an independent evaluation scheduled to start in 2024. To this end, the Board of Directors —through its approval of the Work Program of the Bank’s Independent Evaluation Department (IDEV) — will ask IDEV to evaluate the extent to which the Bank delivers on the actions to which it has committed in the context of GCI-VII. IDEV will submit its report to the Board of Directors, and the report will also be shared with the Board of Governors.”

	changed, and it is appropriate to allow some time for the implementation of the strategy before proceeding to an evaluation. In addition, PAGL is currently finalizing an audit of the Bank’s external communication and social media, which may already meet some of the Bank’s knowledge needs. This evaluation is therefore a good candidate for dropping or postponement.
Comparative studies and evaluation syntheses	
Evaluation Synthesis of Technical Assistance	This evaluation synthesis is not time-sensitive and could therefore be postponed to 2025 or later, but the resources saved would not be sufficient to cover for an evaluation of another type (such as a project cluster, corporate or thematic evaluation), since these are more resource-intensive. In addition, there is increased demand for technical assistance from RMCs, and evaluative knowledge can help to strengthen the Bank’s work in this area. The evaluation synthesis therefore remains relevant and opportune.

2. Additional information on the new evaluations requested

Evaluation of the Nigeria Trust Fund (NTF)

The Nigeria Trust Fund (NTF) is a special fund administered by the Bank. The Fund’s resources primarily consist of subscriptions by the Federal Republic of Nigeria. The NTF was established in 1976, for an initial period of 30 years. After three previous extensions, the Fund was most recently extended for an additional period of five years starting from 25 April 2018. The Bank and the Nigerian authorities are currently discussing a possible further extension or renewal of the NTF, and the evaluation would inform decision-making in that context.

IDEV has met with the Nigerian ED and with FIRM on the scope and focus of this evaluation. Interest was expressed in the following topics:

- How the NTF has been managed and used, and what it could learn from the implementation of other, successful funds;
- The effectiveness and impact of projects funded by the NTF, to inform the future of the NTF;
- A systematic review of the evidence on what works (and what does not) to help the NTF make best use of its resources and promote the development effectiveness of its projects
 - How the NTF can support the strengthening of country-level project management capacities on the continent, including in Nigeria;
 - How the NTF can better support Low Income Countries, Transition States and Small Island Developing States;
- The relevance/value proposition/appropriateness of the NTF as a standalone window in the current Bank business context vis-à-vis alternative options.

A Rapid Evaluation approach was proposed, with a view to informing discussions that are expected to take place at the Bank’s Annual Meetings in Kenya in May 2024. IDEV examined which evaluation elements could indeed be delivered rapidly (such as synthesizing relevant lessons from previous or other evaluations) and which elements would take more time (those that are summative and require primary data collection), also taking into consideration IDEV’s broader work program in the first half of 2024 (in particular the Rapid Evaluation of the AIF).

Following further consideration, IDEV proposes to undertake a **corporate evaluation** in two phases, each with a deliverable (product). The first phase would be an evaluation synthesis to inform the upcoming discussions at the Bank’s Annual Meetings in Kenya. The second phase

would be the usual corporate evaluation covering corporate, institutional, organizational and operational issues, which could be completed by the end of 2024. The evaluation synthesis would also serve as a building block for the broader corporate evaluation of the NTF. The proposal will be further elaborated, discussed and refined with the Nigerian ED and FIVP Management, to culminate in a Concept Note early in 2024.

Evaluation of Governance Institutional Support Projects in Zimbabwe

Seven Governance Institutional Support Projects in Zimbabwe have been implemented over the period 2013-2022, for a total commitment of UA 39.45 million (grant). They include: the Capacity Building for Public Finance and Economic Management Project; the Governance and Institutional Support Project; the Institutional Support for State Enterprise Reform and Delivery Project; the Strengthening Institutions of Transparency and Accountability Project; the Tax and Accountability Enhancement Project; the Institutional Support for Governance and Public Finance Management Project; and the Support for Arrears Clearance and Accountability Enhancement Project. The first four projects are completed, and the remaining three are ongoing, with disbursement rates between 28.5% and 51%.

IDEV has done a quick evaluability assessment of these seven projects, and finds as follows: The direct beneficiaries of each operation have been clearly indicated. These mainly concern departments of the Ministry of Finance and Economic Development (Implementation Agencies) and the Ministry of Economic Planning and Investment Promotion as well as other ministries. A review of project documents showed results frameworks of satisfactory quality, with well-formulated objectives and expected results and appropriate indicators. The relevant Bank strategic documents (CSP, i-CSP, Country Brief etc.) and basic project documents (PARs, grant agreements etc.) and project implementation reports (IPRs, BTORs, PCRs etc.) are available.

We therefore conclude that the evaluation is feasible and propose to undertake it as a **Project Cluster Evaluation** of all seven operations, covering the period 2012-2022: a summative evaluation for the four completed projects, and a formative evaluation for the ongoing ISPs. The evaluation criteria of effectiveness and sustainability will not be able to be assessed as in-depth for the three ongoing projects as for the four completed ones.

3. Summary of the proposed changes to the 2024 work program

Concretely, IDEV proposes to make the following changes to its approved work program for 2024.

(i) Replace the cluster evaluation of Bank-funded Projects to support RMCs in the area of Climate Change by a cluster evaluation of Governance Institutional Support Projects in Zimbabwe.

Rationale: The evaluation of Bank-funded Projects to support RMCs in the area of Climate Change was envisaged to start in 2024, with a final report to CODE in 2025. However, most of the projects approved under the Bank's new Climate Change and Green Growth Strategic Framework have not yet matured and need time to generate sufficient results. The evaluation may be postponed, allowing time for the projects to mature and yield more material to evaluate. On the other hand, there is need for evaluative evidence on the implementation of recent Governance

Institutional Support Projects in Zimbabwe to assess their performance, identify gaps and draw lessons both for ongoing and future engagement, with a view to ensuring that the AfDB continues to remain relevant and responsive to the country’s needs, and also in the context of the ongoing arrears clearance and debt resolution process.

(ii) Replace the corporate evaluation of the Bank’s External Communication by a corporate evaluation of the Nigeria Trust Fund.

Rationale: The evaluation of the Bank’s External Communication was envisaged to start in 2024, with a final report to CODE in 2025. A new Bank Communication and External Relations Strategy 2023-2027 was approved only in June 2023. It would be appropriate to allow some time for the implementation of the strategy before proceeding to an evaluation. In addition, PAGL is currently finalizing an audit of the Bank’s external communication and social media. At the same time, there is an urgent need for evaluative information regarding the performance and potential future directions of the Nigeria Trust Fund. Consequently, IDEV proposes to conduct an evaluation of the NTF in two phases, using Rapid Evaluation techniques for the first phase (evaluation synthesis) and classic evaluation techniques for the second phase (corporate evaluation).

Table 2: Summary of suggested changes to the 2024 work program

Title	Proposal	Needs for evaluative information
Project Cluster Evaluations		
Bank-funded Projects to support RMCs in the area of Climate Change	Proposed to be replaced by the Evaluation of Governance Institutional Support Projects in Zimbabwe. To be re-considered in IDEV’s 2025-2027 work program.	To draw lessons for both ongoing and future engagement, with a view to ensuring that the AfDB remains relevant and responsive to the country’s needs, and in the context of the ongoing arrears clearance and debt resolution process.
Corporate Evaluations		
Bank’s external communication	Proposed to be replaced by the Evaluation of the Nigeria Trust Fund (NTF). To be re-considered in IDEV’s 2025-2027 work program.	To inform discussions and decision-making on a possible further extension or renewal of the NTF.

By replacing the foreseen project cluster evaluation and a corporate evaluation by evaluations of the same type, the change is resource-neutral, and no adjustment is needed to the resource requirements for the implementation of IDEV’s 2024 work program.

4. Conclusion

CODE is invited to endorse this Addendum to the 2024 work program update, in particular the changes to 2024 work program, on a lapse of time basis.