

AFRICAN DEVELOPMENT BANK GROUP



Work Program proposals (2013-2015) for the Independent Evaluation Department of the African Development Bank

2013-2015

Operations Evaluation Department

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List of Acronyms and Abbreviations

ADOA	Additionality and Development Outcomes Assessments
AfDB	African Development Bank
AfREA	African Evaluation Association
CHRM	Human Resources Management Department
CIF	Climate Investment Fund
CIMM	Information Management Department
CSE	Country Strategy Evaluation
COBS	Programming and Budget Department
CODE	Committee on Operations and Development Effectiveness
CSP	Country Strategy Paper
ECoP	Evaluation Community of Practice
ECG	Evaluation Cooperation Group of MDBs
EQS	Evaluation Quality Standards
ESW	Economic and Sector Work
IEM	Independent Evaluation Manual
IFAD	International Fund for Agricultural Development
IWRM	Integrated Water Resources Management
KM	Knowledge Management
KPI	Key Performance Indicator
LTS	Long Term Strategy
MARM	Management Action Record Mechanism
MDB	Multilateral Development Bank
MTS	Medium Term Strategy
OECD DAC	Organisation of Economic Cooperation and Development, Development Assistance Committee

OPEV	Operations Evaluation Department
OPSM	Private Sector Department
ORPC	Operational Resources and Policy Department
ORQR	Quality Assurance and Results Department AfDB
PCN	Project Concept Note
PCR	Project Completion Report
PCR-N	Project Completion Report validation Note
PFM	Public Financial Management
PPER	Project Performance Evaluation Report
QAE	Quality At Entry
RISE	Regional Integration Strategy Evaluation
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
STRG	Strategy Office
UAE	United Arab Emirates
XSR	Extended Supervision Report
XSR-N	Extended Supervision Report validation Note

Executive Summary

This document presents the Work Program proposals (2013-2015) for the Independent Evaluation Department (OPEV) of the African Development Bank (“the Bank” or AfDB). It draws on a Self-Assessment that was presented to the Committee on Operations and Development Effectiveness (CODE) in late October. In parallel, the Independent Evaluation Policy was revised to comply with evolving good practice and an Independent Evaluation Strategy was formulated.

Unlike prior years, this document presents three scenarios instead of a single three year Work Program and Budget plan. This approach is designed to trigger a full-fledged debate about evaluation priorities in light of the Bank’s new strategic directions.

Highlights of 2012 Work Program

OPEV has had to revise its work program priorities for 2012. Following the arrival of the new Director, the 2012 Work Program was revised to accommodate urgent requests from Senior Management and Executive Directors. These demand-driven changes were approved by CODE in June 2012. Nimble adaptation of the 2012 program reflects OPEV’s determination to be responsive to stakeholders’ needs and to enhance the strategic relevance of its work at corporate level.

During 2012 OPEV will finalize the seven Project Performance Evaluation Reports (PPERs), initiated in 2011. Three project cluster Evaluations¹ replaced the nine planned public sector PPERs, and the two

private sector PPERs were reduced to one. The revised 2012 Work Program will also include 50 Project Completion Report validation Notes (PCR-Ns) and 20 Expanded Supervision Reports validation Notes (XSR-Ns). OPEV has also launched a joint evaluation of a project jointly financed by the AfDB, the IsDB and the Arab Fund for Social and Economic Development.

As planned, six high-level evaluations will be presented to CODE in 2012 albeit with some shifts in the composition of the work program. Four additional high-level evaluations have been added to the program of which one will be finalized in 2012 (Private Sector Operations) and three will be presented in 2013 (Procurement, Trust Funds and Climate Investment Facility evaluations respectively).

During 2012 OPEV substantially increased its level of engagement with the rest of the Bank and Regional Member Countries (RMCs) with a view to improve self-evaluation in the Bank, increase uptake of evaluation findings and lessons learned and help support RMCs in building capacity and strengthening evaluation system. The Department also significantly stepped up its knowledge sharing efforts. To ensure that evaluative knowledge created by the Department is more easily accessible and shared OPEV started the development of a database and aims to complete its new website by end-2012.

¹ “Cluster evaluation” assesses the performance of a collection of completed AfDB-funded projects on a theme/sub-theme/sector/sub-sector with a main purpose to generate relevant lessons learned.

Changes to the process, structure and content of the Work Program

The Work Program 2013-2015 introduces major changes relating to the planning process. It also rebalances the product mix toward more learning and a larger number of high-level evaluations in order to inform the Bank's new operational strategy.

Alignment of evaluation programs with the Bank's evolving policy directions is critical to OPEV's relevance. In order to identify, prioritize and select evaluation topics addressed by its Work Program OPEV explicitly took account of the emerging priorities promulgated by the recently issued Long Term Strategy (LTS) and the Medium Term Strategy (MTS). At the same time, OPEV has endeavored to make its work program more responsive to the needs of a broad range of Bank departments and functions.

A broad based consultative process underlies this demand driven, responsive and relevant Work Program. OPEV management consulted broadly on the evaluation topics and mix of products in order to strike a suitable balance geared to enhanced development effectiveness.

Towards a more results based Work Program and budgeting

To further strengthen the demand based approach and move towards results based budgeting² OPEV has formulated three Work Program scenarios. This will enable CODE members to determine the appropriate level of evaluation activity within the Bank in a context characterized

² This is further expanded on and enhanced through the revised policy and the new strategy which will provide clear goals and strategic directions as well as a results framework for monitoring results

by increased and diverse demands for evidence based decision making.

In the first instance, the work program will be presented without a "price list" to allow for a focus on the substantive content of the Work Program and for CODE to provide guidance to OPEV regarding prioritization and sequencing of evaluations. In a second phase, budget estimates for one or more program options will be provided to CODE. The final budget submission will be prepared following further CODE deliberations. The Key Performance Indicators (KPIs) of the implementation of the proposed work program will be those developed in the Results Framework of OPEV Medium Term Strategy

Content of the Work Program 2013-2015

Regardless of how many evaluations are funded and carried out (i.e. which scenario) OPEV will give priority to ensuring quality, impact, credibility, fulsome engagement, knowledge management and proactive dissemination of evaluative knowledge.

Low case scenario – being credible

While this scenario ensures that OPEV lives up to its mandate as an independent evaluation unit it only provides the minimum resources necessary to implement its core functions and responsibilities and ensuring an appropriate balance between accountability and learning. It provides for a minimum coverage of project level reviews and validations, timely provision of key sector/thematic, country reviews and corporate evaluations. Dissemination activities would also comply with the basic requirements needed to make evaluation results known and accessible to the Bank's internal stakeholders.

Base Case scenario – responding to new demands

Under the Base Case OPEV is able to respond to increasing demands for more evaluative knowledge on development themes, sectors, processes and functions towards institutional efficiency and strengthening of evaluation systems and learning within the Bank and in RMCs. It expands the coverage of project level reviews and validations while enlarging the learning opportunities from both public and private sector projects. In addition to the evaluations covered in the Low Case, the Base Case includes evaluations on new topics considered to have priority by stakeholders and OPEV. Under the Base Case scenario a robust knowledge-sharing framework would be implemented to ensure that the independent evaluation function achieves its strategic objective of producing influential evaluations.

High Case Scenario – reaching for excellence

The high case scenario would be fully responsive to stakeholders' needs and impose no significant restrictions in fulfilling the goals laid out in the Independent Evaluation Strategy. Virtually all priority evaluations requested by stakeholders would be carried out along with related products and services and with wide reaching engagement, dissemination and outreach.

Comparative Summary of the three cases

Benchmarking against previous years the Low Case begins to respond to the high demand for more corporate level evaluations, more Country Strategy Evaluations (CSE) and Regional Integration Strategy Evaluations (RISE) and a stronger focus on the private sector.

The Base Case focuses more squarely on RMCs and enhances the breadth and depth of sector and thematic evaluations. The Base Case would deepen the focus on results, enhance the promotion of an evaluation culture and strengthen evaluation systems. The base case would also enable OPEV to respond more fully to the growing demand for corporate evaluations. Finally the Base Case would go further than the Low Case in reaching out to and disseminating evaluations to RMCs.

In the High Case the focus on RMCs would be further pronounced through a larger volume of CSEs and RISEs. The High Case scenario would also enable OPEV to look at the private sector in a more holistic way as prescribed in the One Bank approach. At the corporate level the High Case would broaden the reach of evaluations. Finally, the High Case would go beyond the Base Case in knowledge management by reaching wider and further in terms of techniques as well as targeted audiences and variation of products.

Issues for CODE consideration

The three scenarios presented are illustrative. They are meant to evince reactions among CODE members regarding relative evaluation priorities at a time of unprecedented change in Africa and the development evaluation community. All the scenarios seek to respond to the new strategic directions of the Bank and are in line with the new OPEV medium term strategy and the consultative processes carried out within the Bank. The degree to which OPEV would be able to respond to stakeholders' demands, expand evaluation coverage of the Bank's work would vary depending on the scenarios. CODE is invited to provide its views regarding the appropriate level of evaluation coverage

deemed necessary in the current context as well as provide its guidance on the substantive content of the Work Program and the choice of evaluations products and topics.

In particular, CODE is invited to consider the following questions:

- Are the new priorities of the work program notably the greater emphasis on learning, enhanced knowledge management efforts and more CSEs, RISEs and corporate evaluations agreeable to CODE?
- Does the new programming approach in terms of its emphasis on consultative processes and systematic alignment of the evaluation program with corporate strategic priorities meet CODE's consent and approval?
- Are there any gaps or evaluation topics deserving inclusion in the Work Program in line with CODE priorities and directions?
- Which of the three scenarios (and/or alternative scenarios) should OPEV pursue in terms of budget construction and finalization of OPEV's Work Program and Budget?

1. Introduction

This document presents the Work Program proposals (2013-2015) for the Independent Evaluation Department of the African Development Bank (“the Bank” or AfDB). It was elaborated following intensive analyses of the past record and broad based consultations with stakeholders. It outlines how OPEV will carry out its activities during 2013-2015. It draws on a Self-Assessment that was presented to CODE in late October. In parallel, the Independent Evaluation Policy was revised to comply with evolving good practice and an Independent Evaluation Strategy (shaped by the new policy directions of the Bank) was formulated. Both documents have been finalized after broad ranging consultations and peer reviews. They were submitted to CODE prior to the Work Program submission.

Unlike prior years, this document presents three scenarios instead of a single three year Work Program and Budget plan. This approach is designed to trigger a full-fledged debate about evaluation priorities in light of the Bank’s new strategic directions. It is intended to elicit detailed guidance from CODE members regarding the scope and direction of OPEV’s activities prior to the formulation of OPEV’s 2013 Budget and 2014-2015 indicative Budgets.

Structure of the paper

The paper begins with a retrospective review of the 2012 work program. It goes on to outline the major differences between the proposed rolling Work Program and those of previous years - in terms of process, structure and content. Next, it presents the rationale for alternative scenarios for the rolling Work Program 2013-2015, in the form of activities and outputs consistent with the emerging OPEV Strategy. Finally, it concludes with a suggested agenda for the CODE review.

2. Highlights of 2012 Work Program

OPEV has had to revise its work program priorities for 2012. Following the arrival of the new Director, the 2012 Work Program was revised to accommodate urgent requests from Senior Management and Executive Directors. These demand-driven changes were approved by CODE in June 2012.

Nimble adaptation of the 2012 program reflects OPEV’s determination to be

responsive to stakeholders’ needs and to enhance the strategic relevance of its work at corporate level. The achievements now expected for 2012 are outlined below. They factor in the approved Work Program revisions and incorporate the incremental work associated with OPEV’s self-assessment, the revised Policy and the new Strategy.

Table 1 KPI targets for 2012

KPI targets for 2012	Status September 2012
Distribution of 11 project evaluations to CODE (2 on private sector)	4 completed & 3 under revision. The other 4 will be incorporated in new PPER clusters to be completed in 2013.
Distribution of 6 high-level evaluation reports to CODE for discussion	On track: 3 presented first half of 2012, 3 more will be presented during second half of the year.
All evaluation reports are posted on the Banks website within three months of presentation to CODE	On track

Project level evaluations

During 2012 OPEV will finalize the seven Project Performance Evaluation Reports (PPERs), initiated in 2011 – six public sector PPERs and one private sector PPER. And the plan to undertake eleven additional PPERs including two in private sector was modified because of the adoption of a cluster approach for public sector project evaluation and the introduction of new evaluations. As a result, three project cluster evaluations³ replaced all the nine public sector PPERs,

and the two private sector PPERs were reduced to one. The three project Cluster evaluations (two on roads transport projects and one on microfinance projects) and private sector PPER, already launched, will be completed in 2013.

The revised 2012 Work Program will also include 50 Project Completion Report validation Notes (PCR-N) – 10 more than planned due to delays from 2011 - and 20 Expanded Supervision Reports validation Notes (XSR-Ns) – ten less than planned due to delays in XSR preparation.

³ “Cluster evaluation” assesses the performance of a collection of completed AfDB-funded projects on a theme/sub-theme/sector/sub-sector with a main purpose to generate relevant lessons learned.

In addition, OPEV will issue three sector synthesis reports (on lessons from a number of Transport, Power and Water projects).

OPEV has also launched the joint evaluation of the AfDB/IsDB Nouakchott Water Supply "Aftout Essahli" project jointly financed by the AfDB, the IsDB

and the Arab Fund for Social and Economic Development. This joint evaluation will apply the International Evaluation Good Practice Standards and provide an opportunity to assess the overall performance of the intervention as well as the distinctive performance of individual partners.

Table 2 Project level evaluations - Commitments for 2012

Project level evaluations - Commitments for 2012 as outlined in 2012-2014 rolling work program Status October 2012	
40 PCR EN	On track: A total of 50; 10 of 2011 and 40 of 2012, will be delivered.
30 XSR EN	Delay: 20 will be delivered at the end of the year, 10 are postponed because of incomplete XSRs.
Joint evaluation AfDB/IsDB of Burkina Faso: Ouagadougou Ziga Water Supply	On track: Replaced by <i>Mauritania: WSS Nouakchott "Aftout Essahli Water Supply"</i>
11 PPERs of which 2 on private sector projects	9 public sector PPERs will be embedded in 3 project cluster evaluations (2 on roads transport; 1 on microfinance), and two private sector PPERs in a single cluster – to be completed in 2013.

Sector, Thematic, Country and Corporate level evaluations

As planned, six Sector, Thematic and Corporate (High-level) evaluations will be presented to CODE in 2012 albeit with some shifts in the composition of the work program. Three evaluations were presented to the CODE during the first half of the year: evaluations of (i) the Bank's Assistance to Fragile States, (ii) Multinational Operations and (iii) a joint donor Public Finance Management (PFM) evaluation.

The evaluations of Integrated Water Resources Management (IWRM) and Mainstreaming Environment in Transport will be presented between September and December 2012. On-going evaluations of Economic and Sector Work (ESW), Transport Sector and Institutional Strengthening in Governance will be presented in 2013. The Chad Country Strategy Evaluation (CSE) will be launched in late 2012 and finalized in 2013. Finally in respect to planned evaluations, a Quality At Entry (QAE) assessment launched in 2012 will be completed during the 1st quarter of 2013.

Table 3 Sector, Thematic, Country and Corporate level evaluations - Commitments for 2012

Sector, Thematic, Country and Corporate level evaluations - Commitments for 2012 as outlined in 2012-2014 rolling work program	
Status October 2012	
Fragile states	Completed: Presented to CODE in April
Multinational operations	Completed: Presented to CODE in July
Joint PFM Evaluation	Completed: Presented to CODE
Mainstreaming of the Environment in the Transport Sector	On track: Will be presented to CODE in December
Integrated Water Resources Management	On track: Will be presented to CODE in December
Economic and sector work	On track: Will be sent to CODE by end of year
Chad CAE	On track: Will be launched in late 2012
Bank's assistance in Transport Sector	On track: Launched 2012, finalized 2013
Evaluation of the Bank's Partnership changed	On track: Changed to <i>Evaluation of the efficiency of the Bank's bilateral and thematic Trust Funds</i> to be finalized in early 2013
Technical assistance in Governance	On track: Institutional Strengthening in Governance launched 2012, finalized in 2013
QAE assessment of public sector operations	On track: Launched in September 2012 for delivery in 2013
CSP strategic Framework	Cancelled: This evaluation was launched on a small budget and the quality of the data collected is not sufficient to provide robust evidence.

A number of additional evaluations have been added to the 2012 Work Program.

An evaluation of Private Sector Operations, carried out in response to a joint request from the Board and senior management is on track. It will be presented to CODE in November. Two other evaluations requested by Management have also been added to the Work Program: an evaluation of Procurement to be finalized in early 2013

and one on Trust Funds. A joint evaluation on the Climate Investment Fund, launched in the first half of 2012 will be finalized in 2013 has also been added to the 2012 program. The CSP evaluation was cancelled due to insufficient data and lack of availability of adequate funds.

Table 4 Divergence from planned Sector, Thematic and Corporate evaluations

Divergence from planned 2012-2014 rolling work program Sector, Thematic and Corporate evaluations	
Additional undertakings	
Independent Evaluation of the Bank's Private Sector Portfolio:	Requested by the Board and Senior management On track: Will be presented to CODE in November 2012
Joint Evaluation of the Climate Investment Fund (CIF)	The joint evaluation is part of the funding agreement of the CIF. CODE approved OPEVs involvement in January 2012. On track: Will be finalized in 2013
Review of Bank's procurement policy, role and procedures:	Requested by Senior Management. On track: Will be presented to CODE in early 2013.
OPEV revised Policy and new Strategy	Finalized: Discussed with CODE 30 th of October
Deferred or cancelled evaluations	
Synthesis of Financial Sector Evaluation	Cancelled due to the overlap with the added Independent Evaluation of the Banks Private Sector Portfolio.

Engagement, Knowledge Management, Dissemination and Outreach

During 2012 OPEV substantially increased its level of engagement with the rest of the Bank and RMCs with a view to improve self-evaluation in the Bank, increase uptake of evaluation findings and lessons learned and help support RMCs in building capacity and strengthening evaluation system.

Approach papers have been systematically discussed through meetings with operational departments. Preliminary findings from on-going evaluations (e.g. of Multinational Operations, IWRM, ESW and Mainstreaming Environment in Transport) were discussed at length with Bank's stakeholders.

OPEV contributed, in collaboration with ORQR, to the preparation and launching of the new PCR template and the review of development results of gender projects; assisted COBS in reviewing the budget reforms; commented on draft Project Concept Notes (PCNs) and Appraisal Reports (ARs) for projects/policy papers based on lessons drawn from on-going or recent evaluation work. OPEV also disseminated the new guidelines on preparation of XSRs to OPSM.

OPEV undertook new initiatives in support of evaluation capacity development and partnerships.

Specifically, OPEV has:

- launched the trilingual evaluation quality standards in cooperation with the DAC Secretariat, the Islamic development Bank and the UAE Coordination Office of Foreign Assistance
- presented new trends in evaluation capacity development in workshops organized by the evaluation associations in Benin and Niger
- participated actively in the African Evaluation Association (AFREA) conference through presentations and participation in panels
- cooperated with the European Investment Bank and the Council of Europe evaluation units in launching a new stream of work on thematic and sector evaluations in the Evaluation Cooperation Group (ECG) with a view to foster an exchange of lessons of experience and to develop good principles for these increasingly influential evaluations

The Department also significantly stepped up its knowledge sharing efforts. It launched a new quarterly publication “Evaluation Matters”; prepared a design and

publications guide to enhance the quality of its knowledge products; completed professional layout, printing, and distribution to key stakeholders within and outside the Bank of ten evaluation reports produced in 2011 and 2010, including four briefs and bookmarks showcasing lessons learned. The Department also took action to increase access to evaluation documents through the Bank’s Internet site. It launched “Evaluation Corner”, a weekly contribution to the Bank’s online newsletter so as to raise Bank staff awareness of ongoing, completed evaluations and events.

To foster sharing of tacit knowledge, the Department organized well attended outreach and dissemination events, in partnership with other units. These included a presentation of the results of the joint PFM evaluation in the Operational Learning and Knowledge Series; a presentation of the Evaluation Synthesis on gender mainstreaming in internal training in the Bank, in the African Evaluation Conference, and in the DAC/OECD Gender Network. The department also organized events around its publications; fostered debate regarding issues arising from its work; opened up its successful Evaluation Community of Practice (ECoP) to all Bank staff, and organized well-attended events involving experts from six different sectors.

Table 5 Progress on other commitments

Progress on other commitments made in 2012-2014 rolling work program– internal evaluation, knowledge management and capacity building Status October 2012	
Self-assessment	Finalized - findings and recommendations to be discussed with CODE
Strengthen knowledge management and dissemination	On track: Selected highlights being: Approach papers systematically discussed widely, preliminary findings from evaluation shared with stakeholders, new quarterly magazine launched, database built, debate and discussions organised including 2 evaluation community of practice with stakeholders from across the Bank.
Organize consultation to define a Strategy for building Evaluation Capacity in RMCs –	Postponed: The CLEAR forum was to be hosted by the Bank in late October and would have provided an opportunity to review the strategy for capacity building. The forum had to be postponed due to the events in Tunis in September but will take place in early 2013
System for Monitoring Evaluation Recommendations – continue necessary consultations to determine appropriate system for the Bank	Pilot exercise to follow on recommendations made by on the joint evaluation IfAD/AfDB agriculture evaluation. This will help inform the development of more systematic Management Action Record Mechanism (MARM)

To ensure that evaluative knowledge created by the Department is more easily accessible and shared OPEV started the development of a database and aims to complete its new website by end-2012.

All project level and high- level evaluations expected to be completed by the end of the year, as presented above,

will be fully disseminated in line with the evaluation’s dissemination plan. In addition, several activities and events are planned for the rest of the year including ECoPs, Bank wide debates drawing on evaluations findings, AfDB Evaluation Week. Two *Evaluation Matters* magazines will be published, as well as a publication to mark 25 years of evaluation at the Bank.

3. Changes to the process, structure and content of the Work Program

The Work Program 2013-2015 introduces major changes relating to the planning process. It also rebalances the product mix toward more learning and a larger number of high-level evaluations in order to inform the Bank's new operational strategy. These changes are outlined below.

Ensuring alignment to the Bank – on both the strategic and institutional level

Alignment of evaluation programs with the Bank's evolving policy directions is critical to OPEV's relevance. In order to identify, prioritize and select evaluation topics addressed by its Work Program OPEV explicitly took account of the emerging priorities promulgated by the recently issued Long Term Strategy (LTS) and the Medium Term Strategy (MTS). At the same time, OPEV has endeavored to make its work program more responsive to the needs of a broad range of Bank departments and functions. This balanced and transparent approach aims to improve connectivity between OPEV and Bank operational and corporate management units.

The new programming feature has led to the inclusion of more corporate evaluations and more country assistance evaluations in the work program. It is also expected to increase the usability and use of OPEV products. Looking ahead OPEV evaluations will have a clear designated counterpart in each Vice Presidency and or department already at the planning stage. This is important in terms of proactively encouraging increased absorptive capacity for evaluation knowledge within the Bank.

A broad based consultative process for a demand driven, responsive and relevant Work Program

OPEV management consulted broadly on the evaluation topics and mix of products in order to strike a suitable balance geared to enhanced development effectiveness. Potential evaluation topics were identified by OPEV initially- taking into account of earlier commitments, the Bank's MTS and LTS, and new requests from various parts of the Bank as well as global and regional drivers of change. Key stakeholders such as Vice Presidents, directors of regional and sector departments, country directors and operational staff were consulted. Special care was also taken to consult with OPEV's key corporate oversight partners within the Bank namely ORPC, ORQR and STRG. The prioritization and selection of evaluations included in the proposed Work Program was carried out by OPEV management.

Flexibility and adaptability

As the Bank endeavours to become more agile and responsive to its changing clients' needs **OPEV will strive to be as nimble as the rest of the institution in response to evolving stakeholders' requirements.** It will do so by remaining adaptable and flexible, engaged and informed.

Towards a more results based Work Program and budgeting

To further strengthen the demand based approach and move towards results based budgeting⁴ OPEV has formulated three Work Program scenarios. This will enable CODE members to determine the appropriate level of evaluation activity

⁴ This is further expanded on and enhanced through the revised policy and the new strategy which will provide clear goals and strategic directions as well as a results framework for monitoring results

within the Bank in a context characterized by increased and diverse demands for evidence based decision making. The possibility of explicit choices among carefully considered options should contribute to evaluation program transparency through identification of potential programming options and related trade-offs.

An iterative approach is proposed. In the first instance, the work program will be presented without a “price list.” At this initial stage, it seems desirable to focus on the substantive content of the Work Program and provide guidance to OPEV regarding prioritization and sequencing of evaluations. In a second phase, budget estimates for one or more program options will be provided to CODE. The final budget submission will be prepared following further CODE deliberations.

OPEV’s guiding principles and realignment of evaluation products

The new work program responds to the findings and recommendations of OPEV’s Self-Assessment. Accountability, learning and promotion of an evaluation culture will remain OPEV’s guiding principles under all scenarios. Furthermore, within budget constraints, all scenarios will seek to provide appropriate coverage of the Bank’s portfolio and initiate a deliberate shift in focus

towards learning and evaluation use in response to new operational policy directions.

The following changes in work program content and product mix are proposed:

- PCR-ENs and XSR-ENs will become more useful as a result of increased engagement with operational staff
- project level evaluations will be selected more strategically and they will tap greater synergies with high level evaluations
- cluster evaluations, introduced in 2012, will be scaled up and aligned with the knowledge requirements of future country and thematic/sector evaluations
- OPEV will increase the number of CSEs and introduce evaluation of Regional Integration Strategy Papers (RISPs). Countries covered will be selected on the basis of alignment to the CSP cycle and seeking a balance between geographical regions and between Low Income Countries, Middle Income Countries and Fragile States.
- the number of corporate evaluations will be increased
- knowledge management will be strengthened
- greater efforts to promote an evaluation culture in the Bank including support for enhanced self-evaluation processes

4. Content of the Work Program 2013-2014

The backbone of all scenarios: quality, impact and engagement

Regardless of how many evaluations are funded and carried out OPEV will give priority to ensuring quality, impact, credibility, fulsome engagement, knowledge management and proactive dissemination of evaluative knowledge.

Improving quality of evaluation processes, systems and products will be addressed through:

- developing an evaluation manual for all evaluation products which will guide evaluation processes, share knowledge about good evaluation practice, encourage timeliness and increase transparency about OPEV activities
- further developing, integrating and ensure adherence to quality standards (including the OECD/DAC principles and the ECG good practice standards)
- improving staff competencies through skills development, training, mentoring, and greater emphasis on team work within and across divisions
- increasing the rigor of methods and improving access to relevant data in evaluations through enhanced quality assurance as well as closer linkages with

think tanks, universities and specialized networks

Increased engagement and impact of evaluations will be implemented through:

- explicit processes for engagement with stakeholders at various stages of the evaluation cycle
- development of the Management Action Record Mechanism (MARM) in collaboration with management
- broad based consultation to guide the selection of evaluation topics
- a departmental web site and an evaluative knowledge database
- making dissemination a mandatory part of the evaluation process
- embedding knowledge processes into evaluation processes
- systematic planning of outreach activities within the Bank and towards RMCs

Enhanced knowledge management has become part and parcel of the Work Program. Knowledge is created by OPEV through its evaluations. This knowledge needs to be presented or synthesised in appropriate ways and disseminated through various channels using innovative techniques that ensure that evaluation knowledge created is available for use and is instrumental.

Box 1: Timeliness and scope

Timing or timeliness of presenting results and findings from evaluations is perhaps one of the most important factors to determining how useful and influential these are. An evaluation that comes shortly after a policy or strategy it was supposed to inform is of little operational value. This was highlighted in the self-assessment. In addition, knowledge generated needs to be not only of high quality and provided in a timely manner, it should be digestible and actionable. What matters is that evaluations present the right knowledge, at the right time, to the right people and in the right manner. To address these issues OPEV has now consulted widely to ensure the right timing of delivering evaluations and will improve its processes and systems to deliver evaluations quicker and within set deadlines. One way of enabling quicker delivery of evaluation knowledge has already been piloted in 2012. OPEV has started to divide larger evaluations into phases thus being able to report on findings quicker and in a more targeted and sequenced way. The procurement and trust fund evaluations of 2012 are examples of such an approach, with follow up evaluations proposed in 2013.

Introducing the three cases

An overview of evaluation outputs and deliverables for each proposed scenario is provided in Annex 1. A list of the proposed evaluations along with a short description of their focus and content can be found in Annex 2.

Low case scenario – being credible

While this scenario ensures that OPEV lives up to its mandate as an independent evaluation unit it only provides the minimum resources necessary to implement its core functions and responsibilities and ensuring an appropriate balance between accountability and learning. It provides for a minimum coverage of project level reviews and validations, timely provision of key sector/thematic, country reviews and corporate evaluations and incorporation of lessons learnt from other MDBs and bilateral donors on emerging issues. Partnerships and cooperation activities would be limited to traditional partners. Dissemination activities would also comply with the basic requirements needed to make evaluation results known and accessible to the Bank's internal stakeholders.

Table 6 Summary of evaluations Low Case 2013-2015

Summary of evaluations Low Case 2013-2015

	PCR validations % of PCRs covered/% verified in field	XSR validations⁵ % of XSRs covered	PPERs	Cluster Evaluations	Impact Evaluations
Total	50/0	75	6	8	-
2013-2015					
	Stratified sample	Representative sample			
Year	Sector and Thematic	Corporate/Process	CSEs/RISE	Evaluation Synthesis	
2013	Assistance to SME's	Regional Resource Centres	Botswana	Private Sector Guarantees	
	Microfinance Policy and Strategy	Procurement Second Phase ADOA	Senegal		
2014	Energy sector	Trust Funds Second Phase	Zambia	Soft Components of Regional Integration	
	Mainstreaming Governance	Decentralization	RISE East		
	Gender integration in operations				
2015	Public Private Partnerships	Policy and Strategy making Function	Nigeria	Green Growth/Green Economy	
	Inclusive growth: Productive Employment	Budget Management Systems	CAR		
	Equity Investments		Burundi		
Total	8	7	7	3	
2013-2015					

⁵ XSRs are not expected to be verified in to field due to an agreement between OPSM and the clients of only conduction one field mission per year.

Base Case scenario – *responding to new demands*

Under the Base Case OPEV is able to respond to increasing demands for more evaluative knowledge on development themes, sectors, processes and functions towards institutional efficiency and strengthening of evaluation systems and learning within the Bank and in RMCs. It expands the coverage of project level reviews and validations while enlarging the learning opportunities from both public and private sector projects. In addition to the evaluations covered in the Low Case, the Base Case includes evaluations on new topics considered to have priority by stakeholders and OPEV.

Specifically the Base Case features three more thematic/sector evaluations and three more corporate evaluations and introduces

new features by (i) undertaking impact evaluations, (ii) enhanced knowledge management activities targeting RMCs, and (iii) responding to persistent demands from RMCs to assist in strengthening their evaluations systems, on a pilot basis. More and deeper partnerships will be sought with key development agencies and evaluation partners to contribute to effective evaluation capacity development in RMCs.

Under the Base Case scenario a robust knowledge-sharing framework would be implemented to ensure that the independent evaluation function achieves its strategic objective of producing influential evaluations, helping the Bank learn from its experience and increasing stakeholder's access to relevant evaluative knowledge in a timely and consistent manner. In particular, dissemination activities targeting RMCs would be undertaken.

Table 7 Summary of evaluations Base Case 2013-2015

Summary of evaluations Base Case 2013-2015

	PCR validations % of PCRs covered/% verified in field	XSR validations % of XSRs covered	PPERs	Cluster Evaluations	Impact Evaluations
Total	50/20	100	9	11	3
2013-2015					
Stratified sample					
Year	Sector and Thematic	Corporate/Process	CSEs/RISE	Evaluation Synthesis	
2013	Assistance to SME's	Regional Resource Centres	Botswana	Private Sector Guarantees	
	Microfinance Policy and Strategy	Procurement Second Phase ADOA	Senegal RISE Centre	Soft Components of Regional Integration	
	Mainstreaming Governance	Trust Funds Second Phase			
2014	Energy sector	Decentralization	Zambia	Renewable Energy	
	Gender integration in operations	Policy and Strategy making Function	RISE East RISE West	Institutional Strengthening in Infrastructure Projects	
	Equity Investments	Budget Management Systems			
	Bank's response to food crisis				
2015	Public Private Partnerships	The Bank's result and self-evaluation systems and processes	Nigeria CAR	Green Growth/Green Economy	
	Inclusive growth: Productive Employment	The Bank's Knowledge Management (KM) Strategy, Systems and Products	Burundi Ghana	Food Security	
	Bank's assistance to ensure Food Security				
	Regional Integration second phase	The Bank's approach to managing risk in its operations			
Total number	11	10	10	6	
2013-2015					

High Case Scenario – *reaching for excellence*

The high case scenario would be fully responsive to stakeholders’ needs and impose no significant restrictions in fulfilling the goals laid out in the strategy. Virtually all priority evaluations requested by stakeholders would be carried out along with related products and services and with wide reaching engagement, dissemination and outreach.

The High Case features more thematic/sector evaluations (three) and more corporate evaluations (three) while introducing more features to increase knowledge generation and use. At the project level validation of project results would be enhanced and the confidence rates regarding the reliability of results would become more robust. The knowledge-sharing framework would also be enhanced through a wide range of activities that would link users to evaluative information and encourage knowledge sharing opportunities.

Table 8 Summary of evaluations High Case 2013-2015

Summary of evaluations High Case 2013-2015

	PCR validations	XSR validations	PPERs	Cluster Evaluations	Impact Evaluations
	% of PCRs covered / % verified in field	% of XSRs covered			
Total	75/30	100	9	14	6
2013-2105	Representative sample				

Table 8 continued: Summary of evaluations High Case

Year	Sector and Thematic	Corporate/Process	CSEs/RISE	Evaluation Synthesis
2013	Assistance to SME's	Regional Resource Centres	Botswana	Private Sector Guarantees
	Microfinance Policy and Strategy	Procurement Second Phase	Senegal	Soft Components of Regional Integration
		ADOA	RISE Centre	Renewable Energy
	Mainstreaming Governance	Trust Funds Second Phase	Ethiopia	
Gender integration in operations	CGSP -travel services			
2014	Energy sector	Decentralization	Zambia	Institutional Strengthening in Infrastructure Projects
	Equity Investment	Policy and Strategy making Function	RISE East	Food Security
	Bank's response to food crisis	Budget Management Systems	RISE West	Productive Employment
	Bank's assistance to ensure Food Security	CIMM/Evaluation of the Bank's ICT services	Angola	
	Bank's assistance to Post-Arab Spring Countries			
2015	Public Private Partnerships	The Bank's result and self-evaluation systems and processes	Nigeria	Green Growth/Green Economy
	Inclusive growth: Productive Employment		CAR (JAS)	Higher Education, Science and Technology (HEST)
	Regional Integration second phase	The Bank's Knowledge Management (KM) Strategy, Systems and Products	Burundi	
	Policy Based Operations second phase	The Bank's approach to managing risk in its operations	Ghana	ICT in development
	Mainstreaming Private Sector	CHRM	Egypt	
Total	14	13	13	9
2013-2015				

Comparative summary of the three cases

From 2010-2012 to Low Case

Benchmarking against previous years the Low Case begins to respond to the high demand for more corporate level evaluations, more CSES and RISEs and a stronger focus on the private sector. But the Low Case only covers a small proportion of key processes and support functions and whereas knowledge management is enhanced in all scenarios the Low Case only does the minimum required although more than in previous years. Equally through the Low Case OPEV upholds a minimum level of accountability by validating 50% of PCRs and 75% of XSRs, but as desk-based reviews only.

As brought out by the Self-Assessment, OPEV's approach to knowledge management previously entailed little more than publishing reports and maintaining a section of the Bank's website. The Low Case builds on the progress already made in 2012 and ensures that evaluation knowledge is synthesised, packaged and disseminated in a more holistic and integrated manner, engaging more with Bank internal stakeholders. It however involves only limited engagement with and dissemination to RMCs.

From Low Case to Base Case

The Base Case focuses more squarely on RMCs and enhances the breadth and depth of sector and thematic evaluations. In particular, the important topic of the Bank's assistance to food security would be addressed. The base case also allows implementation of a more holistic approach to (and focus on) regional integration by combining a thematic evaluation on the subject with several RISEs and an

evaluation synthesis that secures knowledge and experience from others on the same.

The Base Case would deepen the focus on results, enhance the promotion of an evaluation culture and strengthen evaluation systems. It would introduce impact evaluations and pilot case studies of two RMCs evaluation systems. It would also include a corporate evaluation on the Bank's self-evaluation systems. In the base case scenario 20% of the Banks PCRs would be validated through field missions. Through the introduction of this approach the reliability of OPEVs validation of managements PCR assessment, self-evaluation quality and Bank project performance would be strengthened.

The base case would enable OPEV to respond more fully to the growing demand for corporate evaluations. It would provide for evaluations of core supportive functions (such as procurement including the use of country systems) as well as reviews of the Banks' systems and processes related to the project cycle. Evaluation coverage would extend to evaluations of the Bank's result and self-evaluation systems and processes, Knowledge Management Strategy, Systems and Products and the Bank's Risk Management approach.

Finally the Base Case would go further than the Low Case in reaching out to and disseminating evaluations to RMCs. It would bring in more knowledge from global evaluations relevant for the Bank and start to explore use of new innovative technologies for engaging with stakeholders and audiences.

From Base Case to High Case

In the High Case the focus on RMCs would be further pronounced through a larger volume of CSEs and RISEs, including a Joint Country Assistance Strategy (JAS) Evaluation. It would allow for a broader geographical scope and examine the Bank’s responsiveness to crises and how it manages risk and volatility, e.g. following the advent of the Arab spring in Tunisia and Egypt. Finally it would allow progress towards the production of a much needed flagship report – an “*Independent Annual Review of Development Results*”.

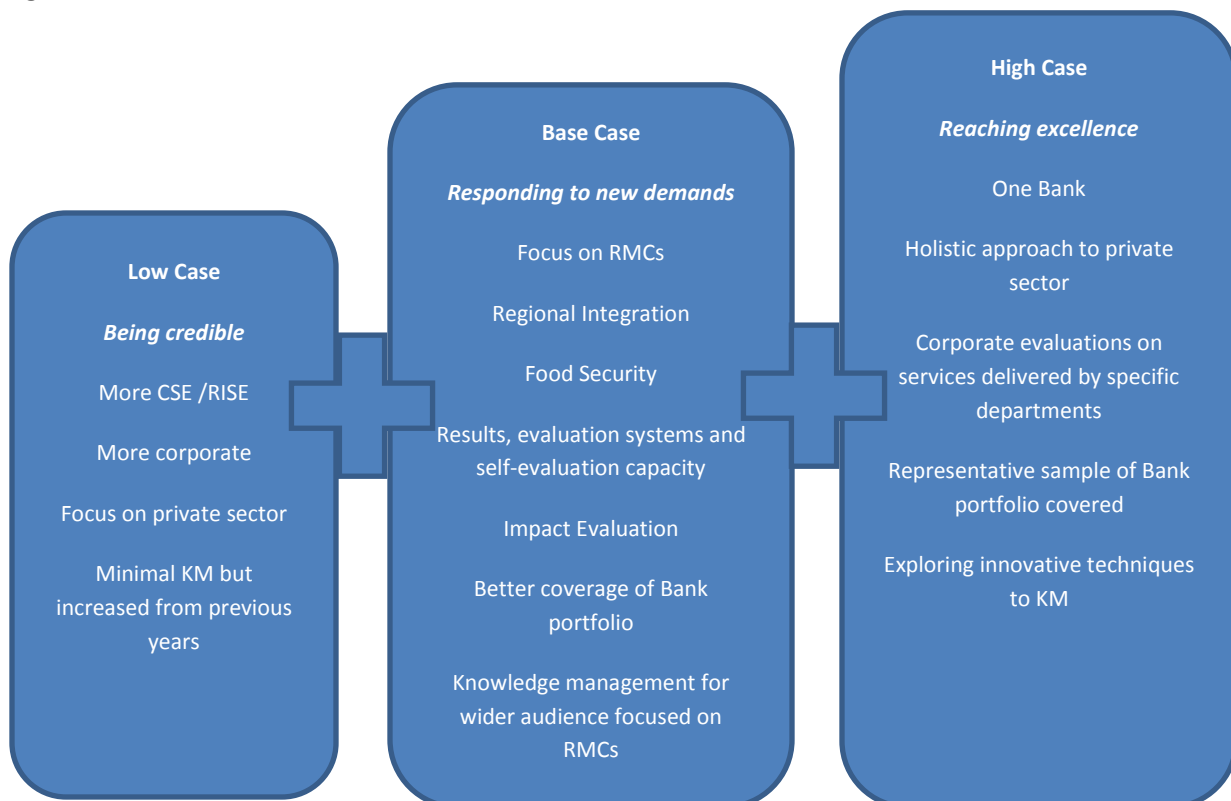
The High Case scenario would also enable OPEV to look at the private sector in a more holistic way as prescribed in the One Bank approach by allowing a combination of evaluations on private sector processes and instruments. Compared to the Low and Base Case it would allow reporting

on the quality of self-evaluation and Bank performance building in an even more robust way.

At the corporate level the High Case would broaden the reach of evaluations. It would assess services delivered by specific departments i.e. travel, CHRM and CIMM in light of their contribution to the Bank’s mandate, development effectiveness and decentralization.

Finally, the High Case would go beyond the Base Case in knowledge management by reaching wider and further in terms of techniques as well as targeted audiences and variation of products. Here OPEV would explore some ICT based and interactive activities such as moderated virtual forums for discussions on evaluation, articles for RMC media.

Figure 1: Content of the three scenarios



Issues for CODE consideration

The three scenarios presented above are illustrative. They are meant to evince reactions among CODE members regarding relative evaluation priorities at a time of unprecedented change in Africa and the development evaluation community. All the scenarios seek to respond to the new strategic directions of the Bank as well as the OPEV Medium Term Strategy and the consultative processes carried out within the Bank. The degree to which OPEV would be able to respond to stakeholders' demands, expand evaluation coverage of the Bank's work would vary depending on the scenarios. The Key Performance Indicators (KPI) of the implementation of the work program will be those developed in the OPEV Medium Term Strategy Results Framework.

CODE is invited to provide its guidance regarding the appropriate level of evaluation coverage deemed necessary in the current context as well as provide comments on the substantive content of the Work Program and the choice of evaluations products and topics. Based on CODE deliberations and specific members' guidance OPEV will proceed to cost one or more scenarios with a view to facilitating decision making with respect to the budget envelope considered appropriate taking account of Bank wide strategic priorities and perceived absorptive capacities.

Based on the above considerations CODE members may wish to address the following questions:

- Are the new priorities of the work program notably the greater emphasis on learning, enhanced knowledge management efforts and more CSEs and corporate evaluations agreeable to CODE?
- Does the new programming approach in terms of its emphasis on consultative processes and systematic alignment of the evaluation program with corporate strategic priorities meet CODE's consent and approval?
- Are there any gaps or evaluation topics deserving inclusion in the Work Program in line with CODE priorities and directions?
- Which of the three scenarios (and/or alternative scenarios) should OPEV pursue in terms of budget construction and finalization of OPEV's Work Program and Budget?

Annex 1 Overview of evaluation outputs and deliverables for each proposed scenario

Product/service (Evaluation products)	Year	LOW	BASE	HIGH
PCR-ENs	2013	50% stratified sample	50% stratified sample with 20% verified in the field	75% representative sample with 30% verified in the field
	2014	50% stratified sample	50% and 20%	75% and 20%
	2015	50% stratified sample	50% and 20%	50% and 20%
XSRs-EN	2013	75% representative sample	100%	100%
	2014	75% representative sample	100%	100%
	2015	75% representative sample	100%	100%
PCR and XSR Annual Report on Evaluation Notes 1/year irrespective of year and case		1 each/year irrespective of case and year	1 each/year irrespective of case and year	1 each/year irrespective of case and year
PPERs- private sector operations	2013	2	3	3
	2014	2	3	3
	2015	2	3	3
Project Evaluation Clusters	2013	2	3	4
	2014	3	4	5
	2015	3	4	5
Impact Evaluations	2013	-	1	2
	2014	-	1	2
	2015	-	1	2

Product/service (Evaluation products)	Year	LOW	BASE	HIGH
Sector and Thematic Evaluations	2013	Assistance to SME's	Assistance to SME's	Assistance to SME's
		Microfinance Policy and Strategy	Microfinance Policy and Strategy Mainstreaming Governance	Microfinance Policy and Strategy Mainstreaming Governance Gender integration in operations
	2014	Energy sector Mainstreaming Governance Gender integration in operations	Energy sector Gender integration in operations Equity Investments Bank's response to food crisis	Energy sector Equity Investments Bank's response to food crisis Bank's assistance to ensure Food Security Bank's assistance to Post-Arab Spring Countries
2015	Public Private Partnerships Inclusive growth: Productive Employment Equity Investments	Public Private Partnerships Inclusive growth: Productive Employment Bank's assistance to ensure Food Security Regional Integration second phase	Public Private Partnerships Inclusive growth: Productive Employment Regional Integration second phase Policy Based Operations second phase Mainstreaming Private Sector	

Product/service (Evaluation products)	Year	LOW	BASE	HIGH
Corporate and Process Evaluations	2013	Regional Resource Centers Procurement Second Phase ADOA	Regional Resource Centers Procurement Second Phase ADOA Trust Funds second phase	Regional Resource Centers Procurement second phase ADOA Trust Funds second phase CGSP -travel services
	2014	Trust Funds second phase Decentralization	Decentralization Policy and Strategy making Function Budget Management Systems	Decentralization Policy and Strategy making Function Budget Management Systems CIMM/Evaluation of the Bank's ICT services
	2015	Policy and Strategy making Function Budget Management Systems	Result and self-evaluation systems and processes Knowledge Management (KM) Strategy, Systems and Products The Bank's approach to managing risk in its operations	Result and self-evaluation systems and processes Knowledge Management (KM) Strategy, Systems and Products The Bank's approach to managing risk in its operations CHRM

Product/service (Evaluation products)	Year	LOW	BASE	HIGH
Country Strategy Evaluations and Regional Integration Strategy Evaluation	2013	Botswana Senegal	Botswana Senegal RISE Centre	Botswana Senegal RISE Centre Ethiopia
	2014	Zambia RISE East	Zambia RISE East RISE West	Zambia RISE East RISE West Angola
	2015	Nigeria CAR Burundi	Nigeria CAR Burundi Ghana	Nigeria CAR Burundi Ghana
Evaluation Synthesis	2013	Private Sector Guarantees	Private Sector Guarantees Soft Components of Regional Integration	Private Sector Guarantees Soft Components of Regional Integration Renewable Energy
	2014	Soft Components of Regional Integration	Renewable Energy Institutional Strengthening in Infrastructure Projects	Institutional Strengthening in Infrastructure Projects Food Security Productive Employment
	2015	Green Growth/Green Economy	Green Growth/Green Economy Food Security	Green Growth/Green Economy Higher Education, Science and Technology (HEST) ICT in development
Annual report on independent evaluation		<i>1/year irrespective of case and year</i>	<i>1/year irrespective of case and year</i>	<i>1/year irrespective of case and year</i>
Independent Annual Review of Development Results		-	-	1/year

Product/service (evaluation related services and products)	Year	LOW	BASE	HIGH
Strengthening RMC evaluation systems - pilot country case studies	2013	-	2	4
	2014	-	2	4
	2015	-	2	4
Partnerships Partnering with and supporting evaluation associations, cooperation groups etc. Number of partners	2013	2 (ECG and AfrEA)	3 (Low+3iE)	5 (Base+CLEAR & EvalPartners)
	2014	2	3	5
	2015	2	3	5

Annex 2 List of the proposed evaluations

Sector and Thematic Evaluations	
Evaluation title	Brief
Assistance to SME's	The evaluation would look at the overall Bank policy on SMEs and review the conceptualization and operationalization of support to SMEs. Specifically, the new PSD strategy has put emphasis on targeting SMEs so an evaluation would also look at how the Bank's lending portfolio reaches SMEs and by which instruments.
Bank's response food crisis	The evaluation would focus on the responsiveness of the Bank to the persistent and recurrent food crises on the continent and draw lessons to inform and strengthen the Bank's ability to respond to future disasters and crises. It would form the first phase of a larger thematic evaluation. The second part would focus on the Bank's work in more medium and long term perspective of ensuring food security.
Bank's assistance to ensure food security	An evaluation of the Bank's medium and long term assistance to ensuring food security in RMCs. The evaluation is the proposed second phase of a broader evaluation encompassing short, medium and long term approaches to food security. The evaluation relates to both the green and, even more so, inclusive growth agenda by looking at infrastructure for agriculture as a key component.
Bank's assistance to Post-Arab spring countries	The evaluation would evaluate the support to countries like Tunisia and Egypt after the civil turmoil. The evaluation would be forward looking, lessons and recommendations drawn from the Bank and other partners' support to urgent social needs including youth employment. This evaluation will inform similar types of transition to stable economies.
Energy sector	The evaluation will review the Bank's assistance in the energy sector over the last decade, while giving an early feed-back on the measures taken for the implementation of the new energy policy and strategy. As the new policy and strategic framework has just been approved, the evaluation will focus more on operational learning and bringing experience of others in the new sub-sectors where the Bank is engaging (e.g. renewable energies)
Equity Investments	This evaluation would look at the Bank's equity investments (both private equity funds and public) to assess the relevance, efficiency and impact of these, considering the Bank's mandate as a development finance institution.
Gender integration in operations	The evaluation will review the extent to which gender objectives have been integrated in Bank's operations, and the results achieved. It will also bring good practices of others in achieving gender results in operations.

Sector and Thematic Evaluations	
Evaluation title	Brief
Inclusive Growth: Productive Employment	An evaluation of the Bank's assistance in promoting the creation of productive employment which is a key component of inclusive growth in the LTS. The evaluation would include looking at a broad range of interventions from more direct (skills development, vocational training, support to SMEs, Microfinance, private sector initiatives) to more indirect/soft components (such as governance issues - enabling environment, regulatory frameworks).
Mainstreaming Private Sector	The evaluation will focus on the Bank's policy and strategy for mainstreaming private sector development across sectors and regions and will assess the results gained so far in implementing the new private sector development policy and strategy.
Mainstreaming governance across Bank operations	The evaluation would 1) assess the general approach (policy and tools) to mainstreaming governance taken by the Bank and compare this with that of others; and 2) look at progress made in reality, by focusing on some key sectors. Infrastructure would be a prime candidate, and one where the efforts to mainstream governance concerns have now started.
Microfinance Policy and Strategy	Evaluation of the implementation of the Microfinance Policy and Strategy, the Bank's capacity to and hitherto progress in implementing the policy and strategy. The evaluation would look at the Policy and Strategy's effectiveness, efficiency and relevance in contributing to poverty reduction and promoting inclusive growth.
Public Private Partnerships (PPPs)	How and to what extent the Bank is integrating PPPs in its operations, what are the objectives and results of PPP and how do they contribute to the development outcomes of the Bank's operations.
Policy Based Operations second phase	The Bank's policy on PBO was approved in 2011 taking into account the findings of the 2010 OPEV PBO evaluation. Based on a request by the Board, OPEV will review the implementation of the new policy and assess the results achieved by this instrument, by drawing on joint budget support evaluation results and identifying the Bank's contribution to these joint programs.
Regional Integration second phase	The first phase of Regional Integration looked only at multinational operations and their contribution towards regional integration. This second phase follow up evaluation would look at the overall contribution of the Bank towards regional integration in Africa, i.e. including both single country- and multinational operations.

Corporate and Process Evaluations

Evaluation title	Brief
ADOA system	An evaluation of ADOA will answer numerous questions such as the relevance and effectiveness of ADOA in PSO selection process, and how to improve the tool going forward.
Budget Management Systems	This review will focus on the reform agenda of the budgetary systems and processes and its contribution to institutional effectiveness in allocating its resources and fostering its results based management agenda.
CGSP - travel services	The evaluation would examine the Bank's current travel policy, current agreements and compare with other MDBs. The evaluation would also look at the options provided to staff and potential options including outsourcing.
CHRM	The evaluation would look at the current policy, implementation of Mercer reforms, review KPIs and compare with other MDBs.
CIMM/Evaluation of the Bank's ICT services	The evaluation would evaluate how well the Bank's ICT policy and strategy are tailored to fit with the Banks long term strategy and focus. It would look at how effective and efficient the Bank's ICT services are in enabling the Bank to be an agile and responsive partner, in enabling HQ as well as Field Offices and RRCs to deliver services to clients and how well suited ICT services are to support the Bank in its quest to become Knowledge Bank. The evaluation would also review progress against the recently approved strategy.
Decentralization - Evaluation of the AfDB's decentralization strategy and process	The decentralization roadmap calls for an OPEV evaluation of the Bank's decentralization strategy and process in order to inform the critical discussions on the Bank's decentralization in late 2015. The evaluation would look at results of the 2011-decentralization roadmap and the lessons from what worked and not worked and how decentralization contributes to improving the Bank's development effectiveness.
Knowledge Management (KM) Strategy, Systems and Products	Evaluation of how the Bank has implemented its two consecutive Knowledge Management Strategies (2005-2007 & 2008-2012), the efficiency and effectiveness of the tools it has used and the products produced and the results this has led; in short how the Bank is doing in relation to its goal to become a Knowledge Bank.
Policy and Strategy making Functions	An evaluation to assess the robustness of the policy and strategy making functions at the Bank, potentially also covering implementation of the policies and strategies produced. Function should be understood in the broad sense i.e. not only relating to the two departments in charge of this work but the function itself as this type of work is undertaken across the Bank
Procurement second phase	The second phase of the evaluation will be guided by the findings from review report of the first phase and will focus on the Bank's use of and role in promoting country procurement systems.

Corporate and Process Evaluations

Evaluation title	Brief
Regional Resource Centers	One of the three strategic pillars of the Roadmap is the consolidation of Regional Capacity by reorganizing current regional offices. The evaluation will help assess the implementation as well as the results achieved so far in terms of support to clients, enhanced dialogue with regional economic communities and regional integration, increased bank visibility and profile and enhanced procurement and fiduciary management and sector work.
Result and self-evaluation systems and processes	Looking at the Bank's result and self-evaluation systems and process and understanding the quality of the system and how it can be improved. OPEV's review of the Bank's 2008-2009 Quality of Project Results' Reporting also pointed to the need for an evaluation of the overall bank's results systems and processes.
The Bank's approach to managing risk in its operations	This evaluation would involve an examination of how the Bank assesses, mitigates and manages operational risk including but not limited to corruption. Depending on the scope this could include financial or fiduciary risk, political risk, reputational risk, natural disasters. Furthermore, the focus could be only on risk within individual projects and programs or also to look more broadly at the strategic level.
Trust Fund second phase	The first phase looked specifically at disbursement issues related to TFs whereas the second phase will look at the overall policies and strategies of the Bank in resource mobilization and utilization in relation to TFs.