

IDEV

Independent Development Evaluation
African Development Bank

2019 Work Program 2021

Approved 5 February 2019

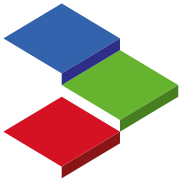


AFRICAN DEVELOPMENT BANK GROUP



IDEV conducts different types of evaluations to achieve its strategic objectives





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ACKNOWLEDGMENTS	
Task Manager	Andrew Ajuang Anguko , Chief Quality and Methods Advisor
Team Member	Robert Afuh Tayimlong , Young Professional
Knowledge Management Officers	Magdaline Nkando , Knowledge Management Consultant and Tomas Zak , Junior Consultant, Knowledge Management, Communication, Capacity Development and Events
Division Manager, IDEV.1	Foday Turay (OIC)
Division Manager, IDEV.2	Madhusoodhanan Mampuzhasseril (OIC)
Division Manager, IDEV.3	Karen Rot-Münstermann
Evaluator General	Karen Rot-Münstermann (Acting)

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IDEV Work Program 2019–2021

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About the AfDB

The overarching objective of the African Development Bank Group is to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction. The Bank Group achieves this objective by mobilizing and allocating resources for investment in RMCs and providing policy advice and technical assistance to support development efforts.

About Independent Development Evaluation (IDEV)

The mission of Independent Development Evaluation at the AfDB is to enhance the development effectiveness of the institution in its regional member countries through independent and instrumental evaluations and partnerships for sharing knowledge.

Independent Development Evaluation (IDEV)

African Development Bank Group
Avenue Joseph Anoma, 01 BP 1387, Abidjan, 01 Côte d'Ivoire
Phone: +225 20 26 28 41
E-mail: idevhelpdesk@afdb.org
idev.afdb.org

Summary of 2019–2021 Work Program

(revised base case, approved¹)

IDEV Product Lines by Launch Year	2019	2020	2021
Products			
PCR validations	65	65	65
PCR validation – field visits	10%	10%	10%
XSR validations	25	25	25
PCR/XSR validation synthesis reports	1	1	1
Project cluster evaluations	1	1	1
Impact evaluations	1	1	1
Country/Regional evaluations (including mid-term evaluations and completion report validations)	4	4	2
Sector/Thematic evaluations	2	2	2
Corporate evaluations	2	2	2
Evaluation syntheses	1	1	1
Knowledge Management, Dissemination and Outreach			
Internal events	10	10	10
External events	2	2	2
Evaluation Matters	4	4	4
Evaluation Week		1	
IDEV annual report	1	1	1
MARS report (annual report on follow-up of recommendations)	1	1	1
Partnerships and Evaluation Capacity Development			
Support to platforms (APNODE; EPRADI)	2	2	2
Support to countries (via <i>Twende Mbele</i>)	5	6	7
Support to organizations (CLEAR; AfrEA)	1	1	1
Backbone			
MARS maintenance	1	1	1
EVRD maintenance	1	1	1
Evaluation Manual	1		

¹ The proposed IDEV Work Program for 2019–2021 was presented to and discussed by CODE on 16 November 2018. Following CODE's guidance, a revised version was submitted on 25 December 2018. CODE endorsed the revised version on 18 January 2019, and the Board approved it on 5 February 2019.

Abbreviations and Acronyms

ADF	African Development Fund	MARS	Management Action Record System
AfDB	African Development Bank Group	MDB	Multilateral Development Bank
AfrEA	African Evaluation Association	MTE	Mid-Term Evaluation
APNODE	African Parliamentarians' Network on Development Evaluation	PBD	Program and Budget Document
CEDR	Comprehensive Evaluation of Development Results	PBO	Program-Based Operation
CLEAR-AA	Center for Learning on Evaluation and Results for Anglophone Africa	PCR	Project Completion Report
CODE	Committee on Operations and Development Effectiveness	PPP	Public-Private Partnership
CSP	Country Strategy Paper	RFE	Réseau Francophone d'Évaluation
CSPE	Country Strategy and Program Evaluation	RISE	Réseau Ivoirien de Suivi et Évaluation
DBDM	Development and Business Delivery Model	RISP	Regional Integration Strategy Paper
ECD	Evaluation Capacity Development	RISPE	Regional Integration Strategy and Program Evaluation
EPRADI	Evaluation Platform for Regional African Development Institutions	RMC	Regional Member Country
EvalPartners	Partnership to enhance evaluation capacity	SDG	Sustainable Development Goal
EVRD	Evaluation Results Database	SNES	Strengthening National Evaluation Systems
IDEV	Independent Development Evaluation ¹	TIVET	Technical, Industrial, Vocational and Entrepreneurship Training
		TYS	Ten-Year Strategy
		UNDP	United Nations Development Programme
		XSR	Extended Supervision Report

¹ Inside the AfDB, Independent Development Evaluation is identified by the acronym BDEV because it reports to the Board. Outside the AfDB, it is more commonly known under the acronym IDEV.

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Executive Summary

Independent Development Evaluation (IDEV) of the African Development Bank (hereafter AfDB or the Bank) is an independent unit tasked with enhancing the development effectiveness of the Bank. By conducting independent evaluations and proactively sharing good practices, IDEV ensures that the Bank and its stakeholders learn from experience and plan and deliver development activities to the highest possible standards. IDEV's Work Program 2019–2021 operationalizes the three strategic objectives spelt out in the Independent Evaluation Policy: accountability, learning and promoting an evaluation culture. The Work Program has been developed through a process involving an analysis of IDEV's 2016–2018 Work Program performance and the identification and prioritization of evaluation proposals derived from document review and stakeholder consultations.

The Independent Evaluation Strategy is due to expire at the end of 2018. To inform the way forward, IDEV has undertaken a self-assessment of the implementation of the Strategy (including a stakeholder survey), commissioned an external quality assessment of its evaluation products, and undergone an Independent Peer Review by members of the Evaluation Cooperation Group¹. On the basis of these documents, a discussion by the Committee on Operations and Development Effectiveness (CODE) is expected to provide guidance on the future strategic directions for IDEV. The recruitment of a new Evaluator-General is also ongoing. It is possible that these developments will lead to proposals for adjustments to IDEV's Work Program, in which case IDEV will come back to CODE for guidance.

Highlights of the 2016–2018 Work Program

IDEV has registered significant progress in the implementation of its 2016–2018 Work Program². The Work Program was designed to further strengthen IDEV's alignment with the Bank's Ten-Year Strategy (TYS) and the High 5s, and to respond to the needs of key stakeholders and potential users. It also responded to the dynamic context for evaluation, both the global context which saw an increased pressure for accountability as well as support the development of national evaluation capacities, and the internal context where the Bank's Management was setting fresh directions that required further learning from experience.

IDEV surpassed most of its targets proposed in the 2016–2018 Work Program. The evaluations conducted were well aligned with the High 5s and the priorities of the Development and Business Delivery Model (DBDM), – covering topics such as agricultural value chains, rural electrification, regional integration, private sector development, program-based operations, quality assurance and human resources management. IDEV was also responsive to requests for additional evaluations from the Board and Management: nine evaluations that were not in the original Work Program were suggested and conducted.

1 <http://idev.afdb.org/en/document/idev-strategic-directions>

2 To recall: the work program sets out the evaluations to start during the 2016-2018 period. Since evaluations take on average 9-15 months to complete, most evaluations started in 2018 are expected to be completed/delivered in 2019.

At the project level, IDEV validated 123 Project Completion Reports (PCRs), which represents 90% of the planned target, while the validation of Extended Supervision Reports (XSRs) is underway. Delivery has been delayed due to the unpredictable number of PCRs, staffing constraints and prioritization of other evaluations. On project cluster evaluations, however, IDEV has delivered, all six planned and started an additional two. One of the three foreseen impact evaluations was dropped; the other two are ongoing.

IDEV completed seven out of twelve planned Country Strategy and Program Evaluations (CSPE) and Regional Integration Strategy Program Evaluations (RISPE), among which a pilot Mid-Term Evaluation. One CSPE was cancelled, one was postponed to 2019, and the remaining three are due to start before the end of 2018. The RISPE for Central Africa was added to the program and delivered, as was the CSP Completion Report validation (pilot) for South Africa.

Eight sector and thematic evaluations were planned to start in 2016-2018. Three have been completed, one was delivered as a synthesis evaluation, two are ongoing, one was cancelled and one has been postponed to 2019. The evaluation of the Congo Basin Forest Fund was added to the Work Program and delivered.

In terms of corporate evaluations, the original target of six evaluations was doubled to twelve, underlining the strong demand for this type of evaluation. Five of these have been delivered, six are ongoing, and one will start in early 2019. In addition, IDEV facilitated the Independent Peer Review that it underwent.

Finally, three evaluation syntheses were delivered, as planned, and one additional one is ongoing. At the request of the Board, an additional comparative study on sanctions systems was undertaken.

On knowledge management and dissemination, IDEV continued to publish and prepare knowledge products for every IDEV evaluation completed. It also organized internal as well as regional dissemination, outreach and knowledge events to promote learning from evaluations and support an evaluation culture in the Bank and in Regional Member Countries (RMCs). In addition to evaluation level events, IDEV organized the AfDB Development Evaluation Week, an international biennial knowledge-sharing event, in 2016 and 2018. It continued to produce eVALUation Matters, a quarterly knowledge-sharing publication. The fully searchable Evaluation Results Database (EVRD) now contains 844 documents, 2,729 lessons, and 3,078 recommendations, and the Management Action Record System (MARS) tracks the implementation of 776 actions responding to 387 recommendations from 43 evaluations. Finally, IDEV produced annual reports for the department, accompanied by videos and animations.

On partnerships and evaluation capacity development, IDEV continued to support and work with RMCs, evaluation institutions, and organizations across Africa. IDEV continued to support both the supply and demand side of evaluation via its involvement with the African Parliamentarians' Network on Development Evaluation (APNODE), Evaluation Platform for Regional African Development Institutions (EPRADI) and Strengthening National Evaluation Systems (SNES) where IDEV is piloting efforts in Ethiopia and Tanzania. Also worth mentioning are the diagnostic reports of Ethiopia's National Monitoring and Evaluation System facilitated by IDEV that have recently been used to inform the country's new National Evaluation Policy. In addition, IDEV's partnerships with the African Evaluation Association (AfrEA), Center for Learning on Evaluation and Results - Anglophone Africa (CLEAR-AA), EvalPartners, French Evaluation Network (RFE), and *Twende Mbele* were strengthened.

There were challenges experienced in the implementation of the IDEV Work Program as a result of shortage of qualified staff, an increase in the cost of evaluations, and lack of reliable monitoring, and particularly, development results data. IDEV is mitigating some of these challenges by accelerating recruitment of staff in the vacant positions and using long-term consultants to bridge the gap. IDEV will also explore the possibility of increasing the use of information technology (IT) to address poor data quality issues during the next Work Program period.

Work Program proposal for 2019–2021

Building on the 2016–18 Work Program, in which IDEV achieved a steady rate of approximately 12 higher-level evaluations per year, and the outcomes of the self-assessment of the implementation of the Independent Evaluation Strategy, the quality assessment of IDEV's evaluation products, and the Independent Peer Review, IDEV's 2019–2021 Work Program has been designed to focus more strongly on the use of its evaluations, on knowledge sharing and engagement with stakeholders, although its ability to do so will depend on additional staff and/or consultancy resources. It is also aligned with the Bank's TYS and the High 5s and responds to the needs of key stakeholders and potential users. Its main features are as follows:

- Higher-level evaluations (country/regional, thematic/sector and corporate) continue to be the key focus of IDEV's work;
- The project level will be addressed through project cluster evaluations, which are focused on learning, and impact evaluations;
- The timely delivery of PCR and XSR validations to ensure that they: (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results;
- Knowledge management, dissemination and outreach activities are strategically planned and sequenced in order to optimize the use of evaluation findings to support (i) decision-making and learning within the Bank (operations, strategic and policy-making functions, corporate services); (ii) accountability to shareholders; and (iii) learning for RMCs and other development partners;
- Focus on strengthening evaluation systems, capacity and evaluation culture within the Bank and the RMCs.

This proposal for IDEV's 2019–2021 Work Program identifies three different scenarios and a different mix of products that differ primarily by their level of ambition and by their extent of contribution to the Bank's TYS and the High 5s.

The revised base case scenario plans the delivery of 34 evaluation products over the next three years, with increased flexibility in the outer years to respond to any new developments and requests, and moderate attention for promoting the utility of evaluations and an evaluation culture in both the Bank and RMCs. The overall envelope of resources approved by the Board for 2019 amounts to UA 7.49 million, corresponding to a 6.05% decrease compared to the approved budget for IDEV in 2018. Consultancy unit costs factor in both the shortage of qualified evaluators and the higher evaluation standards that IDEV is setting for its evaluations.

The implementation of the 2019–2021 Work Program is expected to be smooth because IDEV is currently striving to fill vacant positions in the department. However, some challenges may persist such as the shortage of qualified evaluators, the increasing cost of consultancy services, data inadequacies, and weak monitoring and evaluation systems both in the Bank and in RMCs. In responding to these challenges, IDEV will continue to enhance its capacity to design and implement evaluations under diverse contexts, to be innovative in its evaluation approach including conducting joint evaluations, and to contribute to the improvement of the monitoring and evaluation systems inside and outside of the Bank. ■



Development Evaluation for Development Effectiveness

Open
Evaluation
Evaluation
du développement

Sector)

AMA BAYIMELI
SAVE INTERNATIONAL
DELEGATE

Introduction

Guided by the Independent Evaluation Policy³, IDEV conducts independent evaluations of the Bank's operations, policies and strategies, working across projects, sectors, themes, regions and countries. This ensures that the Bank and its stakeholders are able to learn from experience and plan and deliver development activities to the highest possible standards. This document presents the proposed IDEV Work Program for 2019–2021. It follows the same process as IDEV's past three-year Work Program (2016–2018).

As in the previous Program, a process involving an analysis of past performance and changing circumstances, followed by identification and prioritization of potential evaluation proposals derived from document review and stakeholder consultations, informs the 2019–2021 Work Program. Additionally, the Quality Assessment of a Sample of Evaluation Products (commissioned by IDEV) and Stakeholder Survey Results Report have also been taken into account in the development of this Work Program. The 2019–2021 Work Program presents three scenarios for the mix of evaluation products taking into consideration the:

- Dynamic and international context;
- Bank's High 5s;
- Bank's Ten-Year Strategy and associated work programs;
- Results and lessons from the implementation of IDEV's 2016–2018 Work Program.

The Independent Evaluation Strategy 2013–17⁴, extended to 2018⁵, is due to expire at the end of this year. To inform the way forward, IDEV undertook a self-assessment of the implementation of the Strategy (including a stakeholder survey), commissioned the above-mentioned external quality assessment of its evaluation products, and underwent an Independent Peer Review by members of the Evaluation Cooperation Group⁶. On the basis of these documents, a discussion by CODE is expected to provide guidance on the future strategic directions for IDEV in early 2019. The recruitment of a new Evaluator-General is also ongoing. These developments may lead to proposals for adjustments to IDEV's Work Program. It is therefore prudent to maintain some room and flexibility for adjustments, particularly in the outer years. IDEV will come back to CODE for guidance as necessary.

This paper begins with a brief discussion of the relevant contextual factors followed by a retrospective review of the 2016–2018 Work Program that summarizes the performance and implementation challenges. The following section outlines the process for preparing the 2019–2021 Work Program and three options for this Work Program, including resource requirements. ■

3 ADB/BD/WP/2012/140/Rev.4/Approved; ADF/BD/WP/2012/100/Rev.4/Approved

4 ADB/BD/WP/2012/139/Rev.1; ADF/BD/WP/2012/99/Rev.1

5 ADB/BD/WP/2017/210; ADF/BD/WP/2017/142

Context

There have been important changes in the context of evaluation, both within and outside of the Bank. These factors are drivers of change for independent evaluation at the Bank.

Global Context

The imperatives of country ownership and alignment with domestic priorities and processes underlined by Agenda 2030 have shifted the focus of development evaluation to the country level. In addition, development interventions have become more complex, addressing more issues than before (including human rights, gender, equality, climate change, etc.) in their bid to ensure that “no one is left behind”. The 2016–2020 Global Evaluation Agenda and the Sustainable Development Goals Agenda also emphasize support for enhancing national evaluation culture and evaluation programs. They highlight strengthening the means of implementation and revitalization of the global partnership for sustainable development. Under these Agendas, the global priorities and key areas for evaluation for the coming five years are defined. IDEV and other development evaluation entities are therefore expected to increase their engagement with member countries and help strengthen national evaluation systems.

Other multilateral development banks and evaluation leaders have identified the constraints and opportunities associated with a changing and more demanding environment. They are using more multifaceted techniques and new technologies focusing on broader evaluations designed to extract strategic lessons, diversifying the range of their products and targeting their outreach more precisely. As a result, the mix of products and services has become more varied, and the approaches and methods are growing increasingly sophisticated.

The African Context

The past decade has been one of unparalleled growth; six of the world’s ten fastest growing economies in the last five years were in Africa. Nevertheless, this growth is not universal - some African countries are finding it difficult to surmount stagnation and fragility. This contrast is contributing to rising popular expectations throughout the region. Thus, the call for accountability and greater development effectiveness increasingly originates within African countries - from parliaments, states, civil society organizations, and individual citizens.

The African Union’s Agenda 2063, for example, aims to enhance impact on the ground by learning from the past through data-backed analysis of development projects as well as

numerical targeting of output and outcome indicators. It advocates for a paradigm shift towards planning for results and calls upon African States to domesticate its results framework into their national plans and systems to use as a basis for monitoring and evaluating their national plans. Furthermore, Agenda 2063 calls for the mobilization of the people and their ownership of continental programs; reiterates the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres; and holding ourselves and our governments and institutions accountable for results.

Having taken greater ownership of their own development processes, African States expect visible results from development expenditures. They are demanding better information about outcomes as well as improvements in monitoring, both of which can be used to make progress toward development objectives.

Within the Bank

The Bank's Ten-Year Strategy (TYS) and the High 5s will guide all Bank work over the coming years, and they will also be a key driver of independent evaluation activities. The Ten-Year Strategy focuses on broad challenges such as inclusive and green growth, and it emphasizes the Bank's role as an adviser, a knowledge broker, a catalyst, and a convener. The High 5s focus on Light up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life for the people of Africa. The Bank's independent evaluation function must therefore align its activities according to the aforementioned focus. It must focus on new themes, report against higher-level goals, review more complex interventions, work on themes that cut across sectoral boundaries, and provide a suitably sophisticated basket of products and services.

The Bank is also modernizing and decentralizing, and this presents specific evaluation challenges. For instance, IDEV should not only look at progress towards the Bank's development priorities but also examine the organization, the corporate structure, and the processes required to deliver on those priorities. There has been a desire by the Bank's Management to change the working culture. The need to move away from a culture of project approval to one of results has been acknowledged. Bank staff and Management are increasingly aware of the crucial role that self-evaluation and independent evaluation can play in making this happen.

The proposal below is an attempt to find the appropriate balance between accountability to respond to scrutiny of the use of resources; learning to allow the institution to advance in the directions set by Management; and evaluation capacity development to support national ownership of development strategies and policies. ■



Evaluation Week
Semaine de l'évaluation

Abidjan, Côte d'Ivoire | 2018



Highlights of the 2016–2018 Work Program

The 2016–2018 Work Program proposed a change in product mix, sharply increasing the focus on higher level (sector, thematic, country, and corporate) evaluations while reducing the number of stand-alone project level evaluations. It also gave more attention to knowledge management, partnerships and evaluation capacity development.

Evaluations

Project Level Evaluations

PCR and XSR validations

Independent evaluation of every Bank project is not affordable. A more cost-effective option, where IDEV has experience, is to validate the Bank's self-evaluations – Project Completion Reports (PCRs) for public sector operations and Extended Supervision Reports (XSRs) for private sector operations. In the 2016–2018 Work Program, IDEV intended to raise the quality of PCRs and XSRs through the validation process, feedback, and overall reporting. It committed to validate 100% of PCRs and 50% of XSRs, and to produce an annual synthesis report.

Over the whole period, 123 PCRs have been validated and the process of validating XSRs is underway. IDEV has faced a challenge with the commitment to a percentage. Because it did not know in advance how many PCRs and XSRs there would be to validate each year, it was difficult to allocate the appropriate level of human and financial resources. The delivery of PCRs and XSRs by operations departments has also slowed down – the Bank has not been meeting its annual target of delivering 95% of its evaluations on time. This, combined with staffing gaps and other competing priorities in IDEV, led to a backlog in PCR and XSR validations for 2016 and 2017. In 2018, IDEV has put in extra efforts to clear the backlog, and expects to produce the synthesis reports before the end of the year.

Project Cluster Evaluations

Cluster evaluations look at a group of similar or related interventions that have potential for generating broader lessons. They are designed and timed to contribute to broader thematic or sector evaluations.

During the 2016–2018 Work Program period, IDEV has delivered the six cluster evaluations that were planned, covering rural electrification, agricultural value chains development, rural water and sanitation, urban water and sanitation, agricultural water management, governance (energy) and governance (business enabling environment). Two additional project cluster evaluations on access to finance and on green growth, have been launched and are ongoing.

IDEV has revamped its project cluster evaluations to focus them more on learning than on accountability. They no longer contain recommendations, but focus on lessons learned. IDEV has also started organizing capitalization workshops together with the relevant operations departments, to discuss the findings of the cluster evaluations in order to facilitate learning and uptake of the lessons by colleagues in operations. This has been a positive experience.

Impact Evaluations

There has been a growing demand from stakeholders to demonstrate the impacts of interventions on the intended beneficiaries. Impact evaluations assess the changes (both intended and unintended) that can be attributed to a particular intervention, such as a project, a program or a policy. In contrast to outcome monitoring, which examines whether targets have been achieved or not, impact evaluation is structured to answer the question: How would outcomes such as participants' well-being have changed if the intervention had not been undertaken? Due to the high cost and skill requirements for impact evaluations, IDEV needs to be strategic in identifying where it can add value, both for learning purposes and to support the development of an evaluation culture within the Bank. Three impact evaluations, in the areas of skills, irrigation and transport, were proposed in the 2016–2018 Work Program. The impact evaluation on skills had to be dropped for lack of a suitable project to evaluate; the other two are ongoing.

Country and Regional Strategy and Program Evaluations

Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) are the Bank's basic frameworks for engaging with and supporting development in the RMCs. In addition, regional integration is a key priority of the TYS and one of the High 5s. Every year, some CSPs are completed and new ones are designed, discussed and approved for implementation. Country and regional strategy evaluations are undertaken based on coverage and timeliness to inform the next CSP or RISP. IDEV always endeavors to provide its evaluations to inform future management actions.

During the period, out of the 12 CSPEs and RISPEs foreseen, IDEV delivered CSPEs for Côte d'Ivoire, Cabo Verde, Mauritius, Swaziland and Malawi, and a RISPE for Eastern Africa. The Mid-Term Evaluations for Namibia and Uganda had to be cancelled, but were replaced by Guinea-Bissau, which served as a pilot. CODE was pleased with this new instrument, and encouraged IDEV to continue undertaking such evaluations. The planned CSPEs for Egypt, Mali and Gabon will be launched before the end of 2018, for delivery in 2019; while the CSPE for Mauritania is expected to start in 2019. A RISPE for Central Africa was added to the Work Program and delivered. In addition, IDEV piloted a CSP Completion Report validation for South Africa, but considers that more experience needs to be gained with the product before permanently including it in its product mix.

Sector and Thematic Evaluations

Demand for evaluations of major development themes and key sectors is very strong. These products help IDEV to align its work with the Bank's High 5s priorities. Such evaluations should thus remain a central feature of IDEV's product mix. The Bank's Board and Management value strategic level evaluations for their oversight function and as evidence for decision-making.

In the 2016-2018 Work Program, eight sector and thematic evaluations were planned to start during the period. Three have been completed (PBOs Phase II, Water and Sanitation, and Bank's Support to Agricultural Value Chains Development) and two are ongoing (PPPs Phase II and Support for Access to Finance). The evaluation of the Bank's Human Capital Strategy was cancelled, but an evaluation of the Congo Basin Forest Fund was added to the Work Program and delivered. The evaluation of Lines of Credit (LOCs) was carried out as an evaluation synthesis. The thematic evaluation of the

Bank's Partnerships (co-financing, syndication and coordination) will start in 2019, after the preparatory evaluation synthesis of this topic has been completed.

Corporate Evaluations

Improving organizational effectiveness is crucial for development effectiveness. The Bank is facing important organizational challenges and changes that affect both efficiency and effectiveness. Stakeholders have expressed a high level of interest in corporate evaluations that focus on key challenges faced by the Bank. This is manifested by the fact that an additional six corporate evaluations were added to the Work Program's original target of six, bringing the total to twelve.

IDEV has so far delivered evaluations of the Bank's Human Resources Management Policies and Strategic Directions, Quality at Entry of Bank Group Operations, Quality of Supervision and Exit of Bank Group Operations, Quality Assurance across the project cycle, and the self-assessment of the implementation of the Independent Evaluation Strategy. IDEV also facilitated the Independent Peer Review of the AfDB's evaluation function. The evaluations of Bank Self Evaluation Systems and Processes, Integrated Safeguards System, Middle Income Countries Technical Assistance Fund, DBDM, Mainstreaming Green Growth and Bank's Fragility Strategy are ongoing. In early 2019, IDEV will use data from the Bank to update and complement its earlier evaluation synthesis of mainstreaming gender equality across multilateral and bilateral donor organizations.

Evaluation Syntheses

Evaluation syntheses draw key lessons on issues and challenges the Bank faces. This means that a new evaluation is not always necessary or most appropriate to meet a knowledge need. Syntheses that present existing knowledge from a variety of sources can play a central role in learning. Evaluation syntheses look at existing evaluations from all relevant sources, including work by others, to extract knowledge most relevant to the Bank. Robust techniques for evaluation synthesis are applied to ensure that lessons extracted are based on strong evidence. During the 2016–2018 Work Program, IDEV delivered the three planned syntheses on Private Sector Development, LOCs, and Board Procedures, Processes and Practices, the latter being carried out as a comparative study. Another comparative study, on Sanctions System in MDBs, was added to the Work Program at the request

Box 1 Working with the Quality Assurance Division (SNOQ.2)

As a follow-up to the Evaluation of Quality Assurance across the Bank's Project Cycle, the Quality Assurance Division is in the process of developing a detailed Implementation Plan that operationalizes Management's actions in response to the recommendations of the evaluation. IDEV is being consulted on the Implementation Plan, and will work with SNOQ to ensure that the ten-point actions are aligned to the evaluation recommendations, and that the action plan is evaluative. IDEV will also work with SNOQ on the follow up of the recommendations in the Evaluation of the Quality of Supervision of Bank Group Operations, which will be the subject of a separate action plan.

More broadly, IDEV will continue to work with SNOQ in order to strengthen the quality and credibility of its evaluations as well as of SNOQ's quality assurance system. In this regard, IDEV will ensure the representation of SNOQ in the reference groups of its thematic and corporate evaluations. Such representation will enable SNOQ to comment on IDEV's evaluation designs, processes and products such as inception reports and evaluation reports, including recommendations. IDEV, in turn, will contribute to the delivery of SNOQ's Task Manager Academy. IDEV will also help in enhancing the quality and relevance of SNOQ's standards and tools through timely reporting on the results of the validation of PCRs and XSRs. The timely validation of PCRs and XSRs will also be helpful to SNOQ for accountability purposes.

of the Board and delivered. An additional evaluation synthesis, of Bank's Partnerships (co-financing, syndication and coordination), is ongoing.

Table 1 below summarizes the evaluations from the 2016–2018 Work Program that have been completed and those still ongoing.

Table 1: Summary of Evaluations from the 2016-2018 Work Program

Category of Evaluations	Status
Project Cluster Evaluations	
Agriculture	Completed
Regional Integration	Replaced by Rural Water & Sanitation, completed
Urban Water & Sanitation	Completed
Agricultural Water Management	Completed
Governance: Energy	Completed
Governance: Private Sector Environment	Completed
+ ADDED Access to Finance	Ongoing
+ ADDED Green Growth	Ongoing
Impact Evaluations	
Skills Project	Canceled
Irrigation Project	To start before end 2018
Transport Project	To start before end 2018
Country/Regional Evaluations	
Côte d'Ivoire	Completed
Malawi	Completed
RISPE East Africa	Completed
Namibia MTE	Canceled
Mauritius	Completed
Cabo Verde	Completed
Swaziland	Completed
Uganda (MTE)	Replaced by Guinea-Bissau MTE, completed
Egypt	To start before end 2018
Mali	To start before end 2018
Gabon	To start before end 2018
Mauritania	Postponed to 2019
+ ADDED RISPE Central Africa	Completed
+ ADDED CSP Completion Report Validation (South Africa)	Completed

Category of Evaluations	Status
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Sector/Thematic Evaluations

Water & Sanitation	Completed
Public-Private Partnerships (PPPs) – Phase II	Ongoing
Bank Support for Agriculture Value Chain Development	Completed
The Bank's Human Capital Strategy for Africa (2014–2018)	Canceled
Bank's Partnerships: Co-financing, Syndication and Coordination	Postponed to 2019
Bank Lines of Credit	Changed to evaluation synthesis, Completed
Program-Based Operations (PBO) Evaluation – Phase II (results)	Completed
Bank's Role in Increased Access to Finance in Africa	Ongoing
+ ADDED CBFF	Completed

Corporate Evaluations

People Strategy (2013–2017)	Completed
Quality-at-Entry of Public Sector Operations	Completed
+ ADDED Quality of Supervision and Exit	Completed
+ ADDED Quality Assurance Across the Project Cycle	Completed
Implementation of the Bank's Gender Strategy (2014–2018)	Postponed to 2019
Bank's Self-evaluation Systems and Processes	Ongoing
+ ADDED Integrated Safeguards System	Ongoing
Addressing Fragility and Building Resilience in Africa (2014–2019)	Ongoing
Mainstreaming Green Growth in Strategies & Operations	Ongoing
+ ADDED Self-assessment of IES	Completed
+ ADDED Peer review of the evaluation function	Completed
+ ADDED MIC-TAF	Ongoing
+ ADDED DBDM	Ongoing

Evaluation Syntheses and Other Products

Decentralization	Subsumed in ongoing evaluation of DBDM
Board Efficiency and Effectiveness: Lessons from International Experience for the Bank	Done as comparative study, completed
Lines of Credit	Completed
Private Sector Development	Completed
+ ADDED Bank's Partnerships	Ongoing
+ ADDED Comparative Study of Sanctions Systems	Completed

Knowledge Management, Dissemination and Outreach

The Knowledge Management, Outreach and Capacity Development Division of IDEV is responsible for evaluation knowledge management and strengthens evaluation capacity in the Bank and in RMCs. Knowledge management is fundamental to ensuring that evaluation knowledge is systematically captured, shared, utilized, and applied. In all of its work programs, IDEV is committed to ensuring quality, impact, credibility, engagement, knowledge management and proactive dissemination of evaluative knowledge. Over the 2016–2018 period, IDEV undertook a series of knowledge activities.

Evaluation Reports and Knowledge Products

IDEV laid out, published on its website, printed and disseminated all the evaluation reports completed during the Work Program period. For each completed evaluation, it also produced knowledge products such as evaluation briefs and highlights, which capture the evaluation's key messages and tailor them to the target audience.

Evaluation Matters

Each year, IDEV produced and disseminated 4 editions of eVALUation Matters, a quarterly magazine which provides different views and insights on evaluation and development issues. Contributors to the magazine approach the challenges of development evaluation from various perspectives, drawing on their wealth of knowledge and experience, and their grasp of the evaluation landscape in Africa. Over the 2016–2018 period, eVALUation Matters editions have included Evaluating Assistance for Private Sector Development; Value for Money in Development Work; Evaluation in the Era of the SDGs; Evaluation as a Driver of Reform in IFIs; and Building the Supply and Demand for Evaluation in Africa.

Knowledge Tools

Together with the Department for Performance Management and Results and the IT Department, IDEV introduced the Management Action Record System (MARS), a computerized system that tracks the implementation taken by AfDB Management in response to IDEV evaluation recommendations. A total of 43 evaluations, 387 recommendations and 776 actions were recorded in the MARS. As of 30 August 2018, Management had completed 58% of all recorded actions, 36% were ongoing and 6% showed no progress.

IDEV also maintains the Evaluation Results Database, which captures all findings, ratings, lessons and recommendations from both self- and independent evaluations. The fully searchable and publicly accessible EVRD now contains 844 documents, 2,729 lessons, and 3,078 recommendations, and is an important resource for task managers preparing new Bank projects, programs, policies and strategies.

Events

During the Work Program period, IDEV organized a number of events to raise awareness of evaluation and to share knowledge from evaluations. These have included internal events (such as a Bank-wide event on impact evaluation, and capitalization workshops on project cluster evaluations), regional events in RMCs (such as the series of knowledge sharing events on Private



Sector Development in Oslo, Nairobi and Pretoria), and international events like the biennial AfDB Evaluation Week. IDEV organized the Evaluation Week in 2016 and 2018, drawing more than 400 evaluators, government policy makers, parliamentarians, representatives from development partners, research and academic institutions, and civil society from across Africa and the world to share their views and experiences in evaluation and development issues.

IDEV staff also participated in knowledge events organized by others and presented papers at, among others, the conferences of the American Evaluation Association and the European Evaluation Society. In addition, IDEV organized three knowledge-sharing sessions at the 2017 international conference of the African Evaluation Association.

Annual Reports

IDEV produced annual reports for 2016 and 2017 detailing all the evaluations carried out and the knowledge management and capacity development activities undertaken. These reports are illustrated through a video or animation, and disseminated to all the relevant stakeholders both inside and outside of the Bank.

Partnerships and Evaluation Capacity Development

IDEV collaborates with various stakeholders at the global, regional and national levels to promote both the supply of and demand for knowledge from evaluations, making sure the contextual factors of each RMC are taken into consideration to achieve optimal impact. Such collaboration seeks to learn from partners' proven evaluation approaches and aims to better harmonize evaluation objectives, procedures and practices, among others.

Internally, IDEV undertook evaluation capacity development efforts aimed at engendering a culture of evaluation by (a) engaging throughout the cycle of each evaluation; (b) raising the quality of self-evaluation through PCR and XSR validation; (c) ensuring lessons from evaluations are applied; (d) sharing lessons from evaluations; (e) supporting staff capacity through knowledge and skill development; and (f) supporting evaluability of Bank operations through early engagement.

IDEV further strengthened the capacities of Bank staff via targeted trainings, webinars, and other learning events. For example, IDEV staff have been trained on impact evaluation, Atlas.ti software, data visualization, theory-based evaluation, contribution analysis, as well as presentation skills. IDEV furthermore organized webinars on: “Qualitative Comparative Analysis in the Comprehensive Evaluation of Development Results (CEDR), Process”, “How Do Organizations Learn?”, “The Challenges and Opportunities in Institutionalizing Evaluation Capacity Development (ECD) at the Legislative Level”, and “Most Significant Change Methodology”.

Externally, IDEV contributed to both the ‘supply’ and ‘demand’ sides of evaluation in the RMCs through initiatives such as Strengthening National Evaluation Systems (supported by the Finnish Trust Fund), where it is piloting efforts in Ethiopia and Tanzania. As part of SNES, the diagnostic reports of Ethiopia’s National Monitoring and Evaluation System facilitated by IDEV have recently been used to inform the country’s new National Evaluation Policy. Subsequently, IDEV is supporting the Ethiopian National Planning Commission, who has developed and published an M&E Guideline, to roll it out at different levels of government across the nation. IDEV also supports the development of other countries’ national monitoring and evaluation systems by participating in *Twende Mbele*, a South-South peer learning partnership among Benin, Uganda, South Africa, Ghana, IDEV and the Center for Learning on Evaluation and Results for Anglophone Africa (CLEAR-AA).

During the Work Program period, IDEV also continued its support for the Evaluation Platform for Regional African Development Institutions (EPRADI) and the African Parliamentarians’ Network on Development Evaluation (APNODE), of which it continues to host the Secretariat. The APNODE Secretariat organized and prepared three Annual General Meetings of APNODE during this period in Zimbabwe, Sudan and Gabon, respectively. In 2017, the Network elected a new Executive Committee and adopted a Strategic Plan for the coming five years. IDEV’s support to APNODE has resulted in the skills and competencies of APNODE members and other parliamentarians to demand and use evaluation being strengthened. For instance, trainings in Benin, Kenya, South Africa and Côte d’Ivoire contributed towards the capacity development of over 70 Members of Parliament and support staff and, by extension, their national parliaments. With IDEV support, APNODE members also participated in dialogue forums, workshops, and learning events such as the AfrEA conference and the Global Parliamentarians’ Forum on Evaluation.

Acknowledging the strong demand for evaluation capacity development by RMCs and that it “takes a village” to successfully drive any initiative, IDEV has invested in strengthening existing partnerships in this area, among others with UN-Women, United Nations Children’s Education Fund (UNICEF), United Nations Development Programme (UNDP), Réseau Francophone d’Evaluation (RFE), EvalPartners and CLEAR-AA. Furthermore, IDEV actively supports evaluators and evaluation associations such as the Réseau Ivoirien de Suivi et Evaluation (RISE), Ivorian Initiative for Evaluation (2ieval) and AfrEA as part of its mandate to develop the capacity of a cadre of evaluators in Africa. In this regard, IDEV will contribute to the 9th AfrEA Conference that will take place in Abidjan, Cote d’Ivoire in March 2019.

Challenges Faced by IDEV Implementing its 2016–2018 Work Program

In addition to the challenge of the unknown number of PCRs and XSRs mentioned above, IDEV faced the following challenges in implementing its 2016–2018 Work Program:

- **Shortage of qualified evaluators:** In line with evaluation departments elsewhere, IDEV has faced a shortage of skilled and experienced development evaluators (both external consultants and internal staff). It has also faced difficulties in recent recruitments in attracting experienced evaluators with the appropriate skills and competencies to the organization. IDEV management has made efforts to accelerate the recruitment of staff in order to reduce the vacancy rate, and the department is using long-term consultants to bridge the gap.
- **Increase in the cost of evaluations:** The demand for consultants qualified in evaluation exceeds the supply. In addition, IDEV has required greater rigor and higher quality from consultants. These elements combined have led to an increase in the cost of evaluations. IDEV has to offer competitive evaluation budgets in order to attract qualified consultants and to ensure that its evaluations are conducted in a rigorous manner.
- **Lack of reliable monitoring, and particularly development results data:** A common and recurring problem at the Bank is the lack of a robust monitoring system, which collects credible data on development results on an ongoing basis. While the implementation of PCRs and XSRs has been a positive step, their quality is variable and wanting in many cases. In addition, there is a dearth of information on development outcomes. There are also weak monitoring and evaluation capacities in RMCs. Often, evaluation teams have to collect this data ex-post and as a result, resources are diverted from other evaluation activities.

IDEV plans to strengthen its capacity and to continue its path towards professionalizing the evaluation function in order to gradually internalize the evaluation work (particularly the design phase and the writing of summary reports). This will be achieved through:

- Developing core competency profiles for evaluators (by level), determining the skills gap and supporting training programs to fill that gap;
- Implementing a hiring strategy that attracts qualified evaluators; and
- Developing clear quality standards and evaluation tools to help in the design, conduct and reporting of evaluations. The CEDR has produced a number of standard evaluation tools including checklists that will be reviewed and then incorporated in the evaluation manual.

The professionalization of the evaluation function is expected to gradually lower the reliance on consulting firms and lead to lower consultancy costs and higher productivity. ■



APNODE

African Professional Network for Development Education
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Work Program Proposal 2019–2021

Introduction

IDEV's 2019–2021 Work Program, like the previous ones, seeks to operationalize the three objectives of the evaluation function as stated in the Independent Evaluation Policy: accountability, learning and promoting an evaluation culture. In addition, the external Quality Assessment of IDEV Evaluation Products and the Independent Peer Review recommended putting more emphasis on stakeholder engagement and the utility of evaluations. The Work Program will maintain IDEV's alignment with the Bank's TYS and High 5s, strive to respond to the needs of key stakeholders and potential users, and focus more strongly on the use of evaluations. Building on the 2016–2018 Work Program, IDEV will focus on the following:

- Higher level evaluations (country & regional, thematic/sector and corporate evaluations) will continue to be the key focus;
- The project level will be addressed through project cluster evaluations, which are focused on learning, and impact evaluations;
- The timely delivery of PCR and XSR validations to ensure that they (i) inform higher-level evaluations as building blocks (ii) support accountability and (iii) provide credible information on development results. IDEV will validate 65 PCRs and 25 XSRs each year and will assess the level of disconnect between operations departments' PCR ratings and those of IDEV. Field visits will be carried out on 10% of these PCRs/XSRs in the base case scenario.
- Knowledge management, dissemination and outreach activities will be strategically planned and sequenced. This will optimize the use of evaluation findings to support decision-making and learning within the Bank (operations, strategic and policy-making functions, corporate services), accountability to shareholders, and learning for RMCs and other development partners.
- Strengthening evaluation systems, capacity and evaluation culture within the Bank and RMCs, and greater stakeholder engagement throughout the evaluation process.

Planning Approach

Introduction

The development of this Work Program followed a systematic two-phased approach as follows:

Phase I encompassed desk review and stakeholder consultations. This led to the identification of a list of potential evaluations.

Phase II sought to prioritize evaluations from the list generated in Phase I based on two key criteria, namely timeliness and primary stakeholder interest. This led to the generation of three budgeted scenarios designated as low, base and high.

The identification of the three scenarios involved selecting evaluations in descending order on the priority list and ensuring the appropriate mix of evaluation types/product lines for each scenario.

Phase I: Desk Review and Stakeholder Consultations

In the first phase, IDEV identified a high number of potential evaluations based on a thorough document review and on consultations within IDEV and with stakeholders in other Bank departments.

Desk review: This involved a thorough review of all relevant Bank documents. The documents reviewed included the IDEV 2016–2018 Work Program and its 2017 and 2018 updates, the Independent Evaluation Policy and Strategy, IDEV's 2016 and 2017 Annual Reports, the Bank's Work Program, various Bank policies and strategies, the IDEV Strategy Assessment Summary Report, 2018 CSP Status and Pillars, the Quality Assessment of a Sample of Evaluation Products, and Stakeholder Survey Results Report. A list of potential evaluations was drawn up based on (i) priorities identified in the TYS and the High 5s; (ii) potential to inform the development of new Bank and country/regional policies, strategies and processes; and (iii) evaluations carried over from the 2016–2018 Work Program.

Consultations/discussions with IDEV: Consultations with the IDEV staff were done by sending a questionnaire with all the evaluation types (e.g. sector/thematic, corporate, cluster, country/regional, etc...) and asking them to give their proposals. One-on-one discussions followed on the evaluations proposed for inclusion in the 2019–2021 Work Program.

Bank-wide consultations: Bank-wide consultations involved face-to-face meetings with members of CODE and all complexes' Vice Presidents, Directors, Managers and Lead officers, and other operational professional staff, for their suggestions on evaluations to be conducted.

Phase II - Systematic Priority Setting

The list of potential evaluations was then subjected to a systematic priority setting exercise based on two key criteria to generate the most potentially useful/influential evaluation topics for the IDEV 2019–2021 Work Program. The priority setting criteria are presented below; a three-point priority scale (high; medium; low) was used for each.

1. **Timeliness:** the timeliness of the evaluation for its contribution to be useful to key decisions/discussions of Bank stakeholders – change/design/implementation of intervention/processes including policies, strategies, directives, guidelines and programs.
2. **Primary stakeholder interest:** the extent of the interest expressed by the primary stakeholders of IDEV (Board/CODE; Management). These interests were revealed during the consultations on the evaluation topics. In defining a particular evaluation as being of high, medium or low interest, the priority given by the stakeholders was used.

However, it is important to note that evaluations already conducted in the past three years were filtered out. These evaluations were conducted only recently and it may not be worth the effort to conduct similar evaluations when some of the recommendations of a similar one

may not yet have been implemented. However, in situations where the previous evaluation looked at processes and the same evaluation now intends to look at outcomes, then it can still be considered for evaluation. This is because lessons distilled in the two evaluations may be markedly different even though the evaluand is the same.

The three scenarios presented below are the result of this priority setting exercise. Defining the three scenarios involved selecting evaluations in descending order on the priority list and ensuring the appropriate mix of evaluation types/product lines for each scenario in support of the key objectives of IDEV, and mapping evaluations to the High 5s and the DBDM. The average number of evaluations launched in the 2016–2018 Work Program provided the basis for the base case scenario.

Following CODE's guidance on 16 November, additional discussions with SNSP and other departments took place to ensure alignment of the proposed evaluations to the Bank's knowledge needs – this has led to some proposed evaluations being moved or changed.

Three Scenarios for IDEV's 2019–2021 Work Program

Three different scenarios for IDEV's 2019–2021 Work Program were identified. These scenarios differ primarily by their level of ambition. They also differ by their extent of alignment to the DBDM, the High 5s and utility of evaluations, and propose a different mix of products to achieve this contribution. Table 2 describes the main features of the three scenarios that have guided their elaboration by organizing in different ways the higher priority evaluations. Table 3 then presents the details of each scenario. It is important to note that IDEV remains open to taking on ad hoc requests from Management or the Board, which sometimes leads to replacing or postponing some planned evaluations for later years.

Table 2: Summary features of the three scenarios

	Low	Base	High
Focus	<ul style="list-style-type: none"> • Balance between accountability and learning • Mapping to High 5s/DBDM • Minimum ECD 	<ul style="list-style-type: none"> • Stronger focus on learning • Mapping to High 5s/DBDM • Focus on Utility • Medium ECD 	<ul style="list-style-type: none"> • Stronger focus on learning • Mapping to High 5s/DBDM • Focus on Utility • High ECD
Indicative Product Mix (evaluation)	<ul style="list-style-type: none"> • 90% summative • 10% formative • Thematic/sector • Country/regional • Corporate • PCR/XSR review 	<ul style="list-style-type: none"> • 70% summative • 30% formative • Thematic/sector • Country/regional • Corporate • PCR/XSR review • Clusters • Impact • Synthesis 	<ul style="list-style-type: none"> • 60% Summative • 40% Formative • Thematic/sector • Country/regional • Corporate • PCR/XSR review • Clusters • Impact • Synthesis
Product mix (ECD)	<ul style="list-style-type: none"> • Support to platforms 	<ul style="list-style-type: none"> • Support to platforms • Support to countries • Support to organizations 	<ul style="list-style-type: none"> • Support to platforms • Support to countries • Support to organizations

Table 3: Detailed presentation of the three scenarios

	2019	2020	2021	Total number of products
Validations				
Low				
PCR Validation	65	65	65	
XSR Validation	25	25	25	
PCR/XSR Validation Synthesis Report	1	1	1	3
Base				
PCR Validation	65 (with 10% field visits)	65 (with 10% field visits)	65 (with 10% field visits)	
XSR Validation	25	25	25	
PCR/XSR Validation Synthesis Report	1	1	1	3
High				
PCR Validation	65 (with 20% field visits)	65 (with 20% field visits)	65 (with 20% field visits)	
XSR Validation	25	25	25	
PCR/XSR Validation Synthesis Report	1	1	1	3
Cluster Evaluations				
Base	1	1	1	3
	Transport	AfDB Economic and Sector Work	Management of ADF Projects in RMCs	
High	2	2	2	6
	Bank's Support to RMCs' Response to Climate Change	TBD	Technologies for African Agriculture Transformation	
Impact Evaluations (indicative areas)				
Base	1	1	1	3
	Energy	Institutional Support to Governance	Support for Technical, Industrial, Vocational and Entrepreneurship Training Project	
High	1	1	1	3
Country/Regional Evaluations				
Low	2	1	1	4
	Mauritania MTE	Uganda	São Tomé	
	RISP West Africa Completion Report Validation			
Base	4	4	2	10
	Comoros CSP Completion Report Validation	Rwanda	TBD	
	Djibouti	Angola		
		Benin		
High	5	5	3	13
	Algeria	Central African Republic	TBD	

	2019	2020	2021	Total number of products
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Sector/Thematic Evaluations

Low	1	1	1	3
	Evaluation of Bank's Partnerships (Co-financing, Syndication, Coordination)	Evaluation of Bank's Guarantee Instruments	Evaluation of Bank's Strategy for Jobs for Youth in Africa	
Base	2	2	2	6
	Evaluation of Private Sector Development Strategy 2013-2017	Evaluation of Non-Sovereign Operations	Evaluation of Bank's Support to Renewable Energy (Wind, Hydro, and Geothermal)	
High	3	3	3	9
	Evaluation of Trust Funds Results	Evaluation of Bank's Support to ICT	Evaluation of Bank's Climate Financing Instruments	

Corporate Evaluations

Low	1	1	1	3
	Bank Group Policy on Portfolio Review and Restructuring	Evaluation of Bank's 2014 Amended Credit Policy	Evaluation of Bank Group Policy on Non-Concessional Debt Accumulation	
Base	2	2	2	6
	Evaluation of Bank's Engagement with Non State Actors	Evaluation of Bank Results Measurement Framework 2016-2025	Bank's Strategy for 2013-2022	
High	3	3	2	8
	Evaluation of AfDB Policy dialogue Initiatives	Evaluation of the AfDB's Economic and Sector Work		

Evaluation Syntheses

Base	1	1	1	3
	Update and complement the Synthesis of Gender Mainstreaming	Response to Inclusive Growth	Synthesis of Support for Agriculture and Agribusiness growth and productivity	
High	2	2	2	6
	Synthesis of Climate Change Mitigation Measures in RMCs	Synthesis of CSPs of Islands (Cabo Verde, Mauritius)	TBD	

Sub Total

Low	5	4	4	13
Base	12	12	10	34
High	17	17	14	48

	2019	2020	2021	Total number of products
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Knowledge management/Dissemination/Outreach (same for all scenarios)

Internal events	10	10	10	30
External events	2	2	2	6
Evaluation matters	4	4	4	12
Evaluation week		1		1
IDEV annual report	1	1	1	3
MARS report	1	1	1	3

Evaluation Capacity Development

Support to platforms (Low)	2	2	2	6
Support to platforms (Base)	2	2	2	6
Support to countries (Base)	5	6	7	18
Support to organizations (Base)	1	1	1	3
Support to countries (High)	7	8	9	24
Support to organizations (High)	2	2	2	6

It is possible that CODE's guidance on the future strategic directions for IDEV and the arrival of a new Evaluator-General will give cause for adjustments to IDEV's Work Program. The 2019 mid-term review should provide opportunities to the new Evaluator-General to adjust the Work Program.

Evaluations

IDEV will continue to invest in the quality of its evaluations. It is working with the Human Resources Department on developing a competency framework for IDEV staff, which will identify the strengths and weaknesses of the department. The improvement of staff competencies through skills development, training, mentoring, and greater emphasis on teamwork within and across divisions will continue. This aspect is critical since staff need to acquire skills in contemporary evaluation methodologies that have the potential of distilling learnings.

To ensure that evaluations meet high standards, quality assurance will be enhanced by increasing the rigor of methods and improving access to relevant data in evaluations. IDEV will ensure strong quality assurance of all its evaluations by continuing to use internal and external peer reviewers, and engaging actively with Bank reference groups throughout the evaluation process. The newly recruited Quality and Methods Advisor will play an important role in this, and will also be responsible for finalizing and rolling out the IDEV Evaluation Manual.

IDEV will pay greater attention to stakeholder engagement throughout the evaluation process, starting with a stakeholder mapping at the beginning of each evaluation. It will also undertake, over the course of this 3-year Work Program, (i) a stakeholder survey to seek stakeholders' views on the quality and utility of IDEV's products and services, and (ii) meta-evaluations.

Finally, IDEV will follow up on the implementation of the recommendations made in its evaluations by producing an annual MARS report, now that the Bank's Management has started reporting regularly on the implementation of Management Actions.

Project Level Evaluations

Project level evaluations are critical building blocks for CSPEs, sector, and thematic level evaluations. However, independent evaluation of all the Bank's projects is neither practical nor affordable. Consequently, IDEV will maintain a focus on higher-level evaluations and does not aim to reintroduce single project evaluations. Cluster evaluations will continue to be used mainly for learning as they were in the 2016–18 period.

Timely PCR and XSR validation

To address the challenges faced with the commitment to a percentage in the 2016–2018 Work Program, IDEV proposes to return to a fixed number, as was the case in the 2013–2015 Work Program. IDEV will endeavor to conduct desk-based reviews of 65 PCRs and 25 XSRs in each year for the next three years. Field visits will be conducted for 10% of the PCRs in the base case scenario and for 20% in the high case scenario.

The disconnect between ratings from self-evaluations and from the IDEV reviews will be closely monitored and reported in an annual synthesis report, which will also draw out lessons from the PCRs and XSRs validated that year. IDEV will also include the PCRs and PCR validation notes in the Evaluation Results Database. This will increase the credibility and transparency of the review and validation process.

In addition to strengthening the quality of self-evaluations, the systematic review of PCRs and XSRs constitute the foundation for all higher-level evaluations to be conducted.

Cluster evaluations

As noted earlier, cluster evaluations look at a group of similar or related interventions that have greater potential for the extraction of broader lessons. IDEV plans to start three cluster evaluations in the next three years, considering the base case scenario. The evaluations in the base case scenario for the 2019–2021 Work Program intend to extract lessons from transport projects, AfDB Economic and Sector Work, and African Development Fund Management (ADF) in RMCs.

Impact evaluations

There are two impact evaluations that are ongoing in irrigation and transport. Consequently, one additional impact evaluation each year under the base case scenario has been proposed for the 2019–2021 Work Program. Given the high cost of such evaluations, IDEV will carefully prioritize the interventions for impact evaluation. Prior to launching the impact evaluations, an evaluability assessment will be carried out to ensure the feasibility and cost-effectiveness of the evaluation (benefits outweigh cost). The following criteria, which have been used to identify the impact evaluations in past work programs will apply.

- Risk level: an impact evaluation can be carried out for projects that are considered a high risk for the Bank.

- High likelihood of the impact evaluation to produce useful information within resource and time constraints.
- High potential usefulness of the impact evaluation to the Bank/RMC, and Bank/RMC high potential commitment to use the impact evaluation results.
- High relevance of impact evaluation to Bank/RMC strategy/strategies or the High 5s.
- Scaling up: an impact evaluation can be conducted for projects that the Bank is considering to scale up.
- Timeliness.

Three impact evaluations in Energy, Institutional Support to Governance and Support for Technical, Industrial, Vocational and Entrepreneurship Training Project (TIVET) have been proposed and will be further examined.

Country and Regional Evaluations

The proposed Work Program for 2019–2021 will have a number of country and regional strategy and program evaluations comparable to that of 2016–2018 Work Program. Overall, IDEV plans to implement four CSPEs each year and one RISPE in the period 2019–2021 in the base case scenario. This will include further pilot CSP Completion Report validations (Comoros) and Mid-Term Evaluations (Mauritania). The plan also includes a validation of the Completion Report of the RISP for Western Africa (2011–2015) to inform the next generation of RISPs. Candidate countries for CSPEs are selected purposively based on a number of criteria to ensure appropriate coverage in terms of timeliness, country types and year in which the CSP ends. This is because these evaluations are conducted with the aim of gathering learning that are used to inform the next strategy. The frequency of CSPEs will be driven by risk and potential use of evaluative information.

Sector and Thematic Evaluations

Sector and thematic evaluations will get further prominence in the 2019–2021 Work Program. IDEV plans to implement two sector and thematic evaluations each year over the next three years in the base case scenario. The focus of sector and thematic evaluations are guided by the priorities established by the Bank so that they can inform possible changes in the future. The evaluations will also encompass sectors that promote the Bank's High 5s such as renewable energy, jobs for youth, private sector development, as well as Bank's partnerships.

Corporate Evaluations

Corporate evaluations will continue to be significant tools to enhance the overall efficiency and effectiveness of the Bank. IDEV plans to implement two corporate evaluations each year for the next three years based on the base case scenario.

Corporate evaluations will continue to focus on key strategies and processes critical for institutional efficiency and development effectiveness, including the Bank Group Policy on Portfolio Review and Restructuring, the Bank's Amended Credit Policy, and the Bank Group policy on Non-Concessional Debt Accumulation, and the Bank's Results Measurement Framework, all under the base case scenario.

Evaluation Syntheses

Evaluation synthesis is a cost-effective approach that leverages evaluative evidence already available within the Bank and in other institutions. Typically, it focuses on a specific theme of interest and pulls together lessons of experience that can be valuable to the Bank and its clientele. The selection of such a theme will be based on the level of credible and reliable evaluative information available on the theme and the usefulness of such a synthesis to potential users. An evaluation synthesis provides meaningful lessons of experience to the Bank at a lower cost than a full-fledged evaluation. IDEV will update and complement its previous Synthesis of Gender Mainstreaming with an assessment of the Bank's portfolio and activities in this area, and will focus on inclusive growth and support for agriculture and agribusiness growth and productivity in the base case.

Knowledge Management, Dissemination and Outreach

IDEV has made efforts in recent years to ensure that knowledge sharing and communication is an integral part of each of IDEV's evaluations. In order to ensure the use of evaluation knowledge, IDEV's knowledge management, dissemination and outreach activities will continue to be an important focus of the 2019–2021 Work Program. There will be greater attention for knowledge sharing, learning and use of evaluations, to the extent possible within the budget limits.

IDEV will among other things:

- Continue to publish all evaluations on its website and distribute electronic and physical copies;
- Continue identifying and developing innovative knowledge products emanating from its evaluations, including written products, videos and internet-based knowledge sharing including webinars;
- Further develop the knowledge sharing infrastructure and clearly defined communications and knowledge sharing processes to ensure effective management and sharing of evaluation knowledge;
- Keep the EVRD up-to-date with evaluation results, and produce one MARS report every year for the next three years;
- Organize internal Bank as well as regional dissemination, outreach and knowledge events to promote learning from evaluations and support an evaluation culture in the Bank and in RMCs. In addition to evaluation level events (such as capitalization workshops for project cluster evaluations), this will also include the Evaluation Week;
- Continue publishing the quarterly knowledge magazine eVALUation Matters; and
- Contribute to evaluation and knowledge events organized by partners, such as the AfrEA conference in 2019.

Partnerships and Evaluation Capacity Development

Partnerships and evaluation capacity development remain priorities for IDEV, in line with the Bank's objective to work more closely with clients, become a knowledge broker and improve its results focus. To this end, IDEV will continue to work with and support evaluation platforms, RMCs, and organizations across Africa. IDEV will continue to support (over the next three years) the platforms that it helped to create, that is APNODE and EPRADI, with a primary focus on strengthening their membership and footprint, while promoting the visibility, branding, and impact of these initiatives.

Similarly, IDEV's efforts to strengthen national evaluation systems in RMCs will be refocused, since the current funding stream for SNES (Ethiopia and Tanzania) from the Government of Finland comes to end in December 2018. Under the 2019–2021 Work Program, IDEV will support the development of countries' national monitoring and evaluation systems through *Twende Mbele*, the country-owned and country-driven South-South partnership, currently including Benin, Ghana, South Africa and Uganda as core partners, and Kenya and Niger as collaborating partners.

Other engagements such as with UNDP and CLEAR-AA will be further strengthened and expanded. For example, the Collaborative Curriculum Development Project that IDEV is currently rolling out with CLEAR-AA in the context of *Twende Mbele* will be central to IDEV's Work Program. Additional support will be extended to organizations such as CLEAR Global (base case scenario) working on developing evaluation capacities, and AfrEA (high case scenario).

To achieve its objectives, IDEV will not only strengthen existing alliances, but will also seek to develop new strategic partnerships. Efforts will also be made to enhance, advance and diversify IDEV's resource portfolio for ECD. Collaboration with UNICEF, UN-Women and UNDP will be scaled up to mutually advance institutions' evaluation capacity development mandates. Likewise, engagements with EvalPartners are expected to yield mutually beneficial collaborations on efforts to get parliamentarians across Africa to systematically demand and utilize knowledge from evaluations to enhance their oversight function and, subsequently, good governance.

Internally, IDEV will develop and implement a program of trainings to equip IDEV with the skills it needs to implement this Work Program. It will continue to improve the scope and depth of its webinars, trainings, and learning events to develop staff skills and competencies and in the process, strengthen the culture of evaluation and empower colleagues with fresh insights and new knowledge. This will ultimately help recreate new knowledge that will make the team more effective and efficient in its delivery of the IDEV mandate. ■



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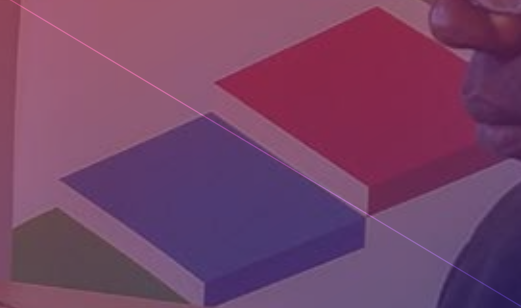
Independent Development Evaluation
African Development Bank

*From experience to knowledge
From knowledge to action
From action to impact*

▶▶▶ Accountability

▶▶▶ Learning

▶▶▶ Promoting
an Evaluation
Culture



False & Damaging

- Impair judgment
- Threat to integrity
- Threat to reputation and trust
- Not supported
- Not: Best of the interest rule
- Not: Best professional judgment

DEV

- Accountability
- Learning
- Honesty and Integrity

GO STAR

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Resource Requirements

Evaluations are complex and resource intensive undertakings that require a multidisciplinary team with quantitative and qualitative skills and subject matter experts. Each evaluation is a project on its own, involving staff and external consultants, and typically requiring several field missions. The expected duration of each evaluation varies between 9 and 15 months depending on the complexity of the evaluand.

This section presents budgets for the three scenarios described above. Budgets have been estimated using a number of cost assumptions. These cost assumptions are made up of staff costs and workload (consultants and missions), which constitute different budget lines in the Bank's systems. The rest of the section therefore details the implications of the overall budget figures in terms of staff positions and workload.

Budget Estimates

Cost assumptions have been reviewed from the 2016–2018 Work Program using lessons from implementation. Staff cost assumptions are based on practice and definition of teams from the previous Work Program.

The budget estimates for each scenario are detailed in Table 4 below. To ensure comparability with budget figures presented in the Bank's Work Program and budget document 2019–2021, budget estimates are defined using the following assumptions:

- Direct costs as defined in the Program and Budget Document (PBD) include all costs directly under the control of the department, including consultancy, missions, meetings/ events, STS, hospitality and entertainment.
- Staff costs in the PBD are shown including salary and benefits but without the contribution of the Staff Retirement Plan. The same calculation was applied to get an estimation of costs on the same basis.
- Staff costs in the base case in Table 4 are based on the existing positions but with the costs related to additional staffing required as expressed in Table 5 having been added.
- The revised base case reflects the budget for 2019 as approved by the Board on 11 December 2018. It does not include any additional staff positions.

Table 4: Overview of the budget proposal for 2019 under the three proposed scenarios (UA million)

Budget lines	2018	Level of Use of 2018 Budget	2019 Low	2019 Base	2019 Base Revised	2019 High
Direct Costs (consultancy + missions + meetings)	3.74	3.69	2.42	3.74	3.70	4.30
Staff costs (PBD assumptions)	3.36	3.17*	2.07	3.78	3.03	5.43
Overheads (from PBD)	0.87	0.83	0.77	0.77	0.77	0.77
Total	7.97	7.69	5.26	8.29	7.49	10.50
Percentage change against 2018			-34.03%	3.99%	-6.05%	31.69%

* The Budget Department is unable to provide us with the figure for the actual use of 2018 budget, particularly Staff costs. However, their estimate is about 92% of the 2018 staff costs. This gives the figure of 3.17

Table 5 shows the staffing implications of the base case scenario. The table summarizes the end implications of the exercise undertaken to estimate the workload required to implement the proposed Work Program in 2019, for which full details are provided in Annex 2. The staffing gap can be filled either through additional positions or through the hiring of long-term consultants. It is expressed in the table above as Full Time Equivalent (FTE) requirement for each grade.

CODE endorsed the base case scenario including the proposed 4 additional staff positions on 16 November 2018, and asked the Bank's Management to include the cost implications in the next version of the PBD. However, the revised PBD rather proposed a decrease in budget for IDEV, which was subsequently approved by the Board on 11 December 2018. During the discussion, the Budget Department confirmed that despite the lower budget for staff costs, the number of staff positions in IDEV would not be cut, and would remain the same as in 2018.

Table 5: Staffing implications for the base case scenario

Level	Staffing 01/18	FTE required	Gap	Comments
PL3	5	5	-	
PL4	11	12	1	1 PL4 level (Task Manager) FTE missing
PL5-7	10	13	3	1 PL5 level (Task Manager) and 2PL6 level (Senior Analyst) FTE missing
GS8-7	6	6	-	

The non-approval of the 4 additional positions implies that IDEV will not be able to implement the Work Program as proposed, and adjustments will have to be made. Concretely, the options are to:

- Forego the planned intensification of stakeholder engagement and focus on utility and learning from evaluations;
- Maintain the intensification of stakeholder engagement, utility and learning and drop an evaluation instead; or
- A combination of the two.

We advise the latter option. For IDEV to comply with the amounts for direct costs, staff costs and overheads in the approved budget (shown in the base case-revised scenario in Table 4), we propose to downscale the planned CSPE for Comoros to a CSP Completion Report validation. In addition, we will moderate the proposed intensification of stakeholder engagement and stronger focus on evaluation utility and use.

The AfDB Board of Directors approved the Independent Development Evaluation Work Program for 2019-2021, and specifically the revised base case scenario, on 5 February 2019. ■



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Accountability

Learning





Annexes

Annex 1 – Indicative Description of Proposed Evaluations for 2019–2021

Type of evaluation	Focus	Alignment with needs for evaluative information
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Validation

<p>Project completion reporting (PCR & XSR) validation</p> <p><i>DBDM: Streamline the business process to promote efficiency and effectiveness; Performance culture and accountability</i></p>	<p>IDEV will validate the performance of 65 completed public and 25 private sector projects with a project completion or extended supervision report, and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for a sample of the completed projects with a completion report.</p>	<p>To provide the Bank's Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB.</p>
<p>Annual validation synthesis report</p> <p><i>DBDM: Streamline the business process to promote efficiency and effectiveness; Performance culture and accountability</i></p>	<p>IDEV annually produces a number of PCR and XSR validation notes. It will, on an annual basis, synthesize the results of the PCR and XSR validation notes for reporting on the quality of self-reporting on project performance at the Bank, and will draw relevant lessons and good practices for use by the Bank's operations staff. The lessons learned and good practices will also be uploaded to the IDEV's evaluation results and lessons learned database for wider dissemination.</p>	<p>To provide the Bank's Management with critical lessons regarding the implementation and effectiveness of projects supported by AfDB; and provide the Board with an annual report on the quality of self-evaluation in the Bank.</p>

Project Cluster

2019

<p>Transport</p> <p><i>High 5: Industrialize Africa</i> <i>DBDM: All DBDM Priorities</i></p>	<p>This evaluation will look at Bank's support to transport projects in a selected country/countries (roads, railways) and assess their relevance, efficiency, effectiveness and outcomes and generate useful lessons for learning.</p>	<p>It will provide lessons for the Transport Sector Policy (1993) whose revision is due to start next year.</p>
<p>Bank's support to RMCs' response to climate change</p> <p><i>High 5: Feed Africa</i> <i>DBDM: All DBDM Priorities</i></p>	<p>Climate change is an integral part of the TYS and an increasing area of Bank support. IDEV will evaluate a cluster of projects through which the Bank supports Regional Member Countries in their response to climate change and their transition to green growth in particular.</p> <p>Specifically, the evaluation will seek to 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.</p>	<p>To provide the Bank's Management with credible lessons for the Bank Group Climate Risk Management and Adaptation Strategy, which is due for revision.</p>

2020

<p>AfDB Economic and Sector work</p> <p><i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i></p>	<p>This cluster evaluation focuses mainly on the processes and procedures for the preparation of ESW and the performance of ESW activities of the Bank in selected countries.</p>	<p>To inform the Bank's Management of the extent, efficiency of processes, and utility of ESW. It will also inform the implementation of the AfDB Strategy for 2013–2022.</p>
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Type of evaluation	Focus	Alignment with needs for evaluative information
2021		
Management of African Development Fund projects in RMCs <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	The ADF contributes to the promotion of economic and social development in 40 least developed African countries by providing concessional funding for projects and programs, as well as technical assistance for studies and capacity-building activities. This evaluation will focus on a cluster of ADF projects that offer lessons on effective management of resources, to draw lessons for future design and implementation.	The evaluation will provide useful lessons for ADF replenishment discussions in 2022.
Technologies for African Agriculture Transformation (TAAT) <i>High 5: Feed Africa</i> <i>DBDM: Streamlining business processes to promote efficiency and effectiveness</i>	The Technologies for African Agriculture Transformation (TAAT) is a key priority of the African Development Bank’s agricultural transformation agenda also known as the Feed Africa Strategy. TAAT is essentially a knowledge- and innovation based response to the recognized need for scaling up proven technologies across Africa aiming to boost productivity, and to make Africa self-sufficient in key commodities. The evaluation will focus on the Bank’s support to the promotion of these technologies and assess their relevance, effectiveness and efficiency and generate lessons for learning.	To generate lessons that will inform implementation and also feed into the mid-term reviews of Feed Africa Strategy (2016–2025) and Agriculture Transformation Strategy (2016–2025).

Impact

2019

Energy <i>High 5: Light up and power Africa</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will focus on the project impacts including on gender, employment, household productivity, income and poverty.	The Energy Sector Policy of the African Development Bank Group (2012) will be due for revision towards the end of 2019.
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2020

Institutional Support to governance <i>High 5: Improve the quality of life for Africans</i> <i>DBDM: Improve financial sustainability and increase development impact</i>	The evaluation will focus on the project impacts including on the strength and quality of governance, use of governance instruments.	To provide the Bank’s management with useful lessons regarding the Bank Group Policy on Good Governance which is due for revision.
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Type of evaluation	Focus	Alignment with needs for evaluative information
2021		
<p>Support for Technical, Industrial, Vocational and Entrepreneurship Training Project (TIVET)</p> <p><i>High 5: Improve the quality of life for Africans</i> <i>DBDM: Performance culture and accountability</i></p>	<p>The evaluation will focus on the project impacts including on gender, household productivity, income and poverty, employment and student's performance.</p>	<p>This evaluation will inform the implementation of the successor to the AfDB Human Capital Strategy for Africa 2014–2018, which is currently under revision.</p>
Country and Regional Integration Strategy and Program		
2019		
<p>Mauritania, Comoros, Djibouti, Algeria</p> <p><i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i></p>	<p>Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) are the Bank's basic frameworks for engaging with and doing business in the RMCs. Every year some CSPs are completed, and new ones are designed, discussed and approved for implementation. As the Bank's new CSPs for Comoros, Djibouti, Mauritania, and Algeria are expected for Board consideration and approval in 2020. In 2019, IDEV will start its evaluation of the Bank's CSPs for each of these countries. This will be a mix of full CSPEs, CSP Completion Report validations, and Mid-Term Evaluations. Each CSP evaluation will focus on how well the CSP was designed (including positioning and addressing the most pressing development constraints) and implemented and the extent to which it produced results and contributed to national development outcomes. It will also look at what CSP aspects worked, what did not work and why.</p>	<p>CSPs of these countries are ending in 2020. The evaluations will provide lessons that will feed into the development of the next CSPs.</p>
<p>Regional Integration Strategy for West Africa- Completion Report Validation</p> <p><i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i></p>	<p>New Regional Integration Strategy Papers (RISPs) for West Africa (2020-2024) and Southern Africa (2020-2024) are due for Board consideration and approval in 2019. Regional integration through RISPs has been a key priority of the TYS. In 2019, IDEV will conduct a validation of the Completion Report of the RISP for West Africa.</p>	<p>This evaluation will feed into the new Regional Integration Strategy for West Africa (2020–2024), whose development is due to start, and also the Bank Group Regional Integration Policy and Strategy (2014–2023), which is still active.</p>
2020		
<p>Uganda, Rwanda, Angola, Benin, CAR</p> <p><i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i></p>	<p>To inform the Board's discussion on new CSPs for Uganda, Rwanda, Angola, Benin and Central African Republic) in 2021, IDEV will in 2020 start its evaluations of the current CSPs for these countries. This will be a mix of full CSPEs, CSP Completion Report validations, and Mid-Term Evaluations. The evaluations will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes.</p>	<p>CSPs of these countries are ending in 2021. The evaluations will provide lessons that will feed into the development of the next CSPs.</p>

Type of evaluation	Focus	Alignment with needs for evaluative information
2021		
São Tomé <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	IDEV will evaluate the CSP for São Tomé and Príncipe in 2021 in order to inform the expected discussions of the new CSP for the country in 2022. The evaluation will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes.	CSP of this country is ending in 2022. The evaluation will provide lessons that will feed into the development of the next CSP.
Sector and Thematic		
2019		
Evaluation of Bank's Partnerships (co-financing, syndication, coordination) <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	Partnership is a cornerstone of the Bank TYS, and its evaluation will provide valuable insights for improving the Bank's engagement in partnerships. The evaluation will focus on which Bank partnerships are working and not working and why and how they can be improved. It will also look at the results and sustainability of partnerships, co-financing, syndication and coordination, and their effects on development results.	The lessons and recommendations generated will, among others, inform the way forward for the Bank's Financial Sector Development Policy and Strategy (2014–2019), which is due for revision.
Private Sector Development Strategy <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	In 2019, in view of informing the development of a new private sector development strategy, IDEV will embark on an evaluation of the extent to which the Bank met its commitments under the 2013–2017 strategy, to identify areas where successes have been achieved and where more work needs to be done.	To provide useful lessons and recommendations for the revision of the Private Sector Development Strategy 2013–2017, which is due next year.
Evaluation of Trust Funds Results <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will look at the results of disbursements related to TFs and the overall policies and strategies of the Bank in resource mobilization and utilization in relation to TFs. It will also generate lessons learnt over the years.	AfDB is involved in active resource mobilization through trust funds and it is important to provide Management with lessons regarding the implementation and effectiveness of projects funded by these funds.
2020		
Bank's Guarantee Instruments <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will not only assess the relevance, efficiency, results and sustainability of the instruments, but also draw lessons from the experiences of other pertinent users of the instruments.	This evaluation will lead to better understanding of the instruments and inform the implementation of the Strategic Framework and Operational Guidelines for the African Development Fund Partial Risk Guarantee Instrument (2011), which is still relevant.

Type of evaluation	Focus	Alignment with needs for evaluative information
Evaluation of Non Sovereign Operations <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will focus on the Bank's policy and strategy for supporting non-sovereign operations across sectors and regions and will assess the results gained so far in implementing these operations.	To inform the implementation of (the successor to) the Private Sector Development Strategy, which is due for revision.
Bank's Support to ICT <i>High 5: Industrialize Africa</i> <i>DBDM: Streamlining business processes to promote efficiency and effectiveness</i>	This evaluation will look at the Bank's support to ICT infrastructure, challenges, opportunities, outcomes and potential lessons therein.	To inform the way forward and to provide useful lessons for the ICT Strategy 2013–2015, which is due for revision.

2021

Bank's Strategy for Jobs for Youth in Africa (2016–2025) <i>High 5: Improve the Quality of life for the people of Africa</i> <i>DBDM: Improve financial sustainability and increase development impact</i>	This evaluation will focus on the quality of the strategy, and its enabling factors and barriers.	Midway through the duration of the strategy, this formative evaluation will provide lessons about implementation and effectiveness of the strategy, to help Management to improve implementation for the remainder of the period.
Bank's support to Renewable Energy (Wind, Hydro, Geothermal) <i>High 5: Light up and Power Africa</i> <i>DBDM: Move closer to clients to enhance delivery</i>	The evaluation will focus on efficiency, effectiveness, impact and sustainability of the Bank's support to wind energy, hydropower and geothermal energy.	To provide lessons that will guide the implementation and effectiveness of the AfDB Energy Strategy 2016–2025, and the Energy Sector Policy of the African Development Bank Group (2012) which is due for revision.
Bank's Climate Financing Instruments <i>High 5: Feed Africa</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will look at climate mitigation projects, and assess the relevance, effectiveness and impacts for the Bank of the Climate Finance Innovation, Green Climate Fund (GCF), Climate Investment Fund (CIF), including issues of access, Funds Investment Priorities.	To provide the Bank's Management with credible lessons regarding Bank Group Climate Risk Management and Adaptation Strategy, which is due for revision.

Corporate

2019

Evaluation of Bank Group Policy on Portfolio Review and Restructuring (1995) <i>High 5: All the High 5s</i> <i>DBDM: Improve the financial sustainability and increase development impact</i>	This evaluation will look at the relevance, effectiveness and efficiency of supplementary finance, credit policy, portfolio supervision, utilization of savings on loans and loan cancellation.	To inform the revision of the current policy, which is to be revised to reflect revisions made to the following policies and guidelines: policy on supplementary finance, credit policy, guidelines for portfolio supervision, policy on the utilization of savings on loans, loan cancellation guidelines.
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Type of evaluation	Focus	Alignment with needs for evaluative information
Evaluation of Bank's engagement with Non-State Actors <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	This evaluation will look at the kind of engagement, the nature of the non-state actors, the extent of engagement, processes, weaknesses and strengths, outcomes and will strive to generate potential lessons for learning.	To inform the revision of the Non-State Actors Framework/Strategy, which is planned to be revised beginning in 2019.
Policy Dialogue <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	The evaluation will look at the relevance, effectiveness and efficiency of the Bank's policy dialogue initiatives. It will also look at their timeliness and whether they are consistent with what other MDBs are doing.	IDEV's 2018 PBO evaluation found that the Bank underperformed in the area of policy dialogue. This evaluation will help to deepen understanding of the issue and recommend ways for the Bank to strengthen engagement strategies with RMCs going forward.

2020

Evaluation of Bank's 2014 Amended Credit Policy <i>High 5: Potentially all the High 5s</i> <i>DBDM: Improve the Financial Sustainability and increase development impact</i>	This evaluation will look at the purpose, objectives, relevance, efficiency and effectiveness of the terms and conditions, creditworthiness guidelines and credit eligibility standards among others.	To inform a review of the current policy, which is due for revision following Management approval of the recommendation from an internal policy evaluation exercise.
Bank's Result Measurement Framework (2016–2025) <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	Assess the effectiveness of the framework to measure results; provide evidence of the Bank's strengths and weaknesses, so that management can chart a course of action that helps the Bank implement its strategy in most effective and efficient way. Assess its ability to track results throughout the project cycle, monitor results in real time, map the Bank's portfolio of ongoing operations, and assess the Bank's development effectiveness.	Midway through the duration of the framework, this formative evaluation will provide lessons that will contribute to better understanding of its implementation and help management to improve the execution for the rest of the period.
AfDB Economic and Sector work <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	This evaluation focuses mainly on the processes and procedures for the preparation of ESW. It also assesses the performance of ESW activities of the Bank based on a portfolio in selected countries.	To inform the Bank's Management of the extent, efficiency of processes, and utility of ESW. It will also inform the implementation of the AfDB Strategy for 2013–2022.

2021

Evaluation of Bank Group Policy on Non-Concessional Debt Accumulation (2011) <i>High 5: All the High 5s</i> <i>DBDM: Improve the financial sustainability and increase development impact</i>	This evaluation will focus on provision of grants and debt relief to eligible ADF countries, debt sustainability, accumulation of new debts on non-concessional terms, cross-subsidy on new borrowing from third party lenders on non-concessional terms among others.	To inform the review of the current policy, which is planned for revision as a result of the ongoing debt trends/dynamics in LICs and the recent IMF revision of its policy on Debt Limits.
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Type of evaluation	Focus	Alignment with needs for evaluative information
Bank's Strategy for 2013–2022 <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	<p>The areas of special emphasis include fragile states, agriculture/food security and gender, while the operational priorities consist of infrastructure development; regional economic integration; private sector development; governance and accountability and skills and technology. In 2021, one year before the current strategy expires; IDEV will start an evaluation of the strategy, with specific focus on the key objectives, areas of special emphasis and operational priorities. The lessons learnt will inform the way forward.</p>	<p>Following Management's own mid-term review, to provide lessons that will inform the development of a successor to the Bank's Strategy 2013–2022.</p>

Evaluation Synthesis

2019

Update and complement the Synthesis of Gender Mainstreaming <i>High 5: Improve the quality of life for the people of Africa</i> <i>DBDM: All DBDM Priorities</i>	<p>IDEV will update the evaluation synthesis of gender equality mainstreaming that it undertook in 2012, and supplement this with analysis of the Bank's portfolio and performance from existing sources of data. It will also draw best practices of other development agencies in achieving gender mainstreaming in operations.</p>	<p>To inform the development of a new Gender Strategy for 2020–2024 being undertaken in the second half of 2019.</p>
Synthesis of Climate Change Mitigation Measures in RMCs <i>High 5: Feed Africa</i> <i>DBDM: All DBDM Priorities</i>	<p>This synthesis will assemble literature from within and outside the Bank and will assess efforts to address climate change in RMCs. It will look at the relevance, effectiveness, efficiency and potential outcomes and draw lessons accordingly.</p>	<p>To provide Bank Management with critical lessons regarding the Bank Group's Climate Risk Management and Adaptation Strategy 2009, which is due for revision.</p>

2020

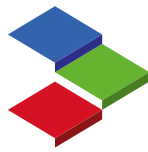
Response to Inclusive Growth <i>High 5: Improve the quality of life for the people of Africa</i> <i>DBDM: All DBDM Priorities</i>	<p>The evaluation would include looking at a broad range of interventions from more direct (skills development, vocational training, support to SMEs, Microfinance, Private sector initiatives) to more indirect/soft components (such as governance issues - enabling environment, regulatory frameworks).</p>	<p>To provide Management with lessons regarding the effectiveness of inclusive growth strategies and as a follow up to the Briefing Notes for AfDB's Long-Term Strategy on Inclusive Growth Agenda-Briefing Note 6–2012.</p>
Synthesis of CSPs of Islands (Cabo Verde, Mauritius) <i>High 5: All the High 5s</i> <i>DBDM: All DBDM Priorities</i>	<p>This will synthesize the CSP reports of these countries and conduct comparative in-depth analysis and draw lessons for learning.</p>	<p>To provide useful lessons for decision making regarding CSPs of island states.</p>

2021

Support for Agriculture and Agribusiness Growth and Productivity <i>High 5: Feed Africa</i> <i>DBDM: All DBDM Priorities</i>	<p>This will be a synthesis of relevant and credible evaluations/reviews of international support for agriculture and agribusiness growth and productivity from other international development agencies as well as the relevant literature, to draw pertinent lessons for the Bank and other stakeholders.</p>	<p>To generate lessons that will inform the implementation of the Feed Africa Strategy (2016–2025) and Agriculture Transformation Strategy (2016–2025).</p>
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Annex 2 – Estimated Workload for Implementing the 2019 Work Program (Person-Days)

Type	Unit	Number of units	PL3	PL4	PL5	PL6	GS8/7	GS6
Evaluation products			1365	1703	1039	1848	1122	0
Thematic/Sector	Theme	2	422	0	396	528	0	0
CSP/RISE	Country	4	422	898	0	528	898	0
Corporate	Theme	2	211	449	396	396	0	0
Evaluation Synthesis	Theme	1	198	132	0	132	224	0
PRA/Cluster	Project	1	5	0	22	0	0	0
Impact	Project	1	106	224	224	264	0	0
PCR Validation	PCR	65	34	343	0	172	0	0
XSR Validation	XSR	25	26	264	0	132	0	0
Synthesis Reports – PCRs, XSRs	Report	1	198	66	0	132	0	0
Knowledge Management, dissemination and outreach			0	850	132	386	278	0
KM - standard	Report	14	0	148	0	185	92	0
KM - flagship	Report	1	0	16	0	16	8	0
Promotional items	Item	1	0	26	0	0	26	0
Video/brochure	Video	1	0	40	0	0	13	0
Evaluation matters	Report	4	0	106	0	53	13	0
Editing	Report	15	0	0	0	0	26	0
Internal events	Event	10	0	264	0	0	26	0
External events	Event	2	0	132	0	53	33	0
Evaluation week	Event	1	0	92	0	79	0	0
Annual report	Report	1	0	13	79	0	13	0
MARS report	Report	1	0	13	53	0	26	0
Partnerships and Capacity Building			0	541	0	26	93	0
ECD Platforms	Platform	2	0	264	0	0	26	0
ECD Countries	Country	2	0	211	0	0	26	0
ECD Organizations	Organization	1	0	66	0	26	40	0
Quality and methods			0	0	0	132	0	0
IT maintenance	System	3	0	0	0	132	0	0
Administration			0	0	0	0	2	792
Assistants	Person	5					2	792
Total workload			1365	3094	1171	2392	1495	792
Available Capacity			1320	2904	792	1848	1584	528
Gap (FTE)			0,2	0,7	1,4	2,1	-0,3	1,0
Gap (positions)			0	1	1	2	0	0



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African Development Bank Group
Avenue Joseph Anoma, 01 BP 1387, Abidjan 01, Côte d'Ivoire
Phone: +225 20 26 28 41
Email: idevhelpdesk@afdb.org

idev.afdb.org

