

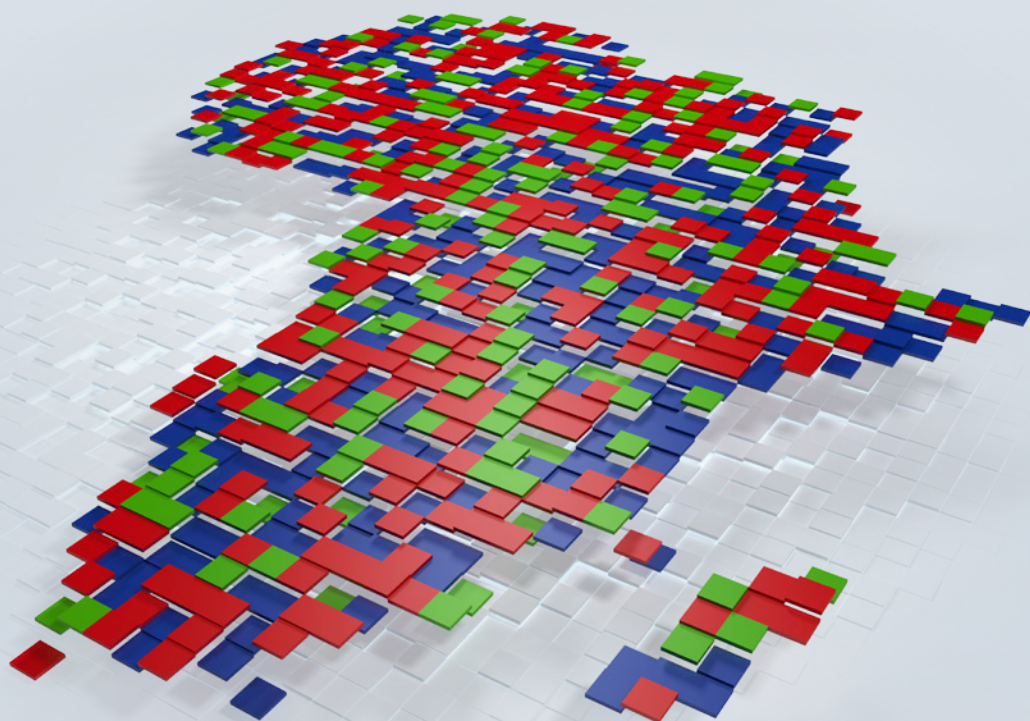
IDEV

Independent Development Evaluation
African Development Bank

From experience to knowledge...

From knowledge to action...

From action to impact



Independent Development Evaluation
African Development Bank

2014 Annual Report

Making a Difference



AFRICAN DEVELOPMENT BANK GROUP

IDEV – Evaluation Capacity
Development Workshop
in Addis Ababa, 2014



Making a Difference

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Acronyms

ADF	African Development Fund	GCI	General Capital Increase
ADOA	Additionality and Development Outcome Assessment	IDB	Inter-American Development Bank
AfDB	African Development Bank	IES	Independent Evaluation Strategy
AfrEA	African Evaluation Association	IDEV	Independent Development Evaluation
APNODE	African Parliamentarians' Network on Development Evaluation	IMF	International Monetary Fund
AsDB	Asian Development Bank	MARS	Management Action Record System
CEDR	Comprehensive Evaluation of the Bank's Development Results	MDB	Multi-lateral Development Bank
CIMM	Corporate Information Management and Methods Department	OECD	Organisation for Economic Cooperation and Development
CODE	Committee on Operations and Development Effectiveness	OFSD	Financial Sector Development Department
CSPE	Country Strategy and Program Evaluation	OITC	Transport and Information & Communications Technology Department
DAC	Development Assistance Committee	ONEC	Energy and Environment Department
EARC	East Africa Resource Centre	OPSM	Private Sector Department
EBRD	European Bank for Reconstruction and Development	ORPF	Procurement Department
ECG	Evaluation Cooperation Group	PPP	Public-Private Partnership
ECoP	Evaluation Community of Practice	QaE	Quality at Entry
EDRE	Development Research Department	RISE	Regional Integration Strategy Evaluation
EIB	European Investment Bank	RMC	Regional Member Country
EPRADI	Evaluation Platform for Regional African Development Institutions	SARC	South Africa Resource Centre
ESW	Economic and Sector Work	SRDI	Sub-Regional Development Institution
EVRD	Evaluation Results and Lessons Learned Database	UA	Unit of Account

Definitions

Additionality

Benefits accrued to a development project as a result of an MDB's comparative advantage which would not otherwise be available (e.g. mitigation of political risk).

Effectiveness

The extent to which a project, program or strategy has achieved its expected outcomes.

Efficiency

The extent to which resources are used in such a way that the same amount of inputs yield a greater output or a reduced amount of resources yield the same output.

Impact

Long-term changes caused (in whole or in part) by a development intervention which may be positive or negative, direct or indirect, intended or unintended.

Indicator

A qualitative or quantitative means of measuring a desired change associated with a development intervention.

Lesson Learned

Generalizations and insights based on evaluation experience which are relevant to other operations, projects and initiatives.

Management Action

An action committed by Bank management which implements an evaluation recommendation.

Management Response

A formal response provided by Bank management to an evaluation report. The Management Response indicates the level of agreement with the evaluation

recommendations and identifies actions committed to implement the recommendations.

Outcome

Short or medium-term changes in condition or behaviour which have been resulted (in whole or in part) from a development intervention.

Performance

The extent to which a project, program or policy has demonstrated effectiveness and efficiency.

Public-Private Partnership

Joint implementation and/or funding of a development project by public and private actors resulting in the delivery of a public good or service.

Quality at Entry

The design quality of Bank projects after approval by the Bank's Board and upon their entry into the portfolio.

Relevance

The extent to which a project, program or policy meets a demonstrable need and is aligned with the needs of key stakeholders and beneficiaries.

Sustainability

The continuation or probability of continuation of development benefits achieved after the conclusion of a development intervention.

IDEV hosts ECG Spring 2014
Meeting in South Africa





Foreword

Making a Difference

In many respects, 2014 was a banner year for Independent Development Evaluation (IDEV): we delivered the highest number of evaluations in our 28-year history, reinforced our outreach, dissemination and learning initiatives throughout the Bank and pioneered our first-ever evaluation capacity building initiatives in AfDB Regional Member Countries (RMCs).

We have many good reasons to be proud. We not only delivered highly influential evaluations such as the assessments of the Bank's transport sector interventions and results, its operational procurement policies and practices, and the quality at entry of its Country Strategy Papers, but also launched several large-scale strategic initiatives, including the Comprehensive Evaluation of Development Results (CEDR) and the Evaluation of the Implementation of the Bank's African Development Fund (ADF) and General Capital Increase (GCI) Commitments. The CEDR will be informed by about 15 country strategy evaluations, two sector evaluations, two impact evaluations and more than 250 individual project results assessments. Not only is the initiative innovative and ambitious for IDEV, but it is unprecedented amongst all Multi-lateral Development Banks.

We pioneered a program to strengthen evaluation systems in two RMCs: Ethiopia and Tanzania. Our objective is to strengthen the development results of public investment programs based on a robust system of evidence-based decision making. The program is supported by the Government of Finland and we are seeking more support for this novel initiative. In addition, we are assisting African parliamentarians to encourage the use of evaluation for decision-making, promoting evaluation good practices in sub-regional development institutions, and strengthening national monitoring and evaluation systems by providing training and technical assistance.



In addition to the increasing number of evaluations, quality, efficiency and efficacy have also increased. The utility of evaluation findings continues to improve thanks to strong Board interest and an incentivized, attentive Management.

Last year, IDEV was elected to serve as chair of the Evaluation Cooperation Group (ECG), a committee of independent evaluation departments from 12 development institutions (including the Asian Development Bank, the European Bank for Reconstruction and Development, the European Investment Bank, the International Monetary Fund and the World Bank). In this role, we successfully hosted the ECG Spring Meeting in South Africa, where we also convened a side event for sub-regional development institutions. The Winter ECG Meeting was originally scheduled to be held in Abidjan but was moved to Washington during the first week of December owing to concerns about the Ebola epidemic.

We accomplished all of this despite considerable operational challenges, including the return of the Bank to its Headquarters in Côte d'Ivoire, budgetary pressures, loss of some excellent staff and a major epidemic that also affected the work-program.

My sincere thanks to IDEV staff for making this another solid year. I am deeply grateful to the members of the Board as well as to Management for their support, without which this would not be possible. In President Kaberuka, I found the strongest champion for evaluation. He is a keen listener with a curious mind and a persistent drive to improve the institution. He constantly strives for perfection, looking for evidence before taking decisions. On behalf of all my colleagues at IDEV, a heartfelt thanks for his unwavering support and guidance.

The future looks bright and challenging. Development evaluation, by its nature, inspires constructive reflection and continuous improvement toward a common goal. We take this to heart in our continued efforts to produce better evaluations, deliver more evaluations, encourage constructive learning and build systems and capacity to contribute to Africa's development. I am confident that we will continue to learn from the past, build on our successes and deliver even more high quality products and services. We owe it to ourselves, to our institution and, most importantly, to the people of our continent.



Rakesh Nangia

Evaluator General
Independent Development Evaluation
African Development Bank

Evaluation at work...
IDEV evaluation team in the field



1. IDEV

Who We Are

The Independent Development Evaluation (IDEV) Function of the African Development Bank (AfDB; “the Bank”) conducts independent, evidence-based evaluations of the Bank’s projects, programs, policies, strategies and processes with a view to improving the effectiveness of the Bank’s development initiatives.

The department’s activities are guided by the Bank’s 2013–2017 Independent Evaluation Strategy (IES), which links longer-term goals for the role of evaluation within the Bank with evaluation activities, skills and budgets and identifies three main objectives for the evaluation function: (i) strengthening accountability; (ii) fostering learning; and (iii) promoting an evaluation culture.

Strengthening Accountability: IDEV uses rigorous evaluation methodologies that reflect international best practices and professional standards to assess the relevance, effectiveness, efficiency, sustainability and impact of the Bank’s operations. In addition to accounting for funds disbursed, IDEV evaluation findings are used to identify lessons and recommendations that contribute to the Bank’s development effectiveness.

Figure 1: Independent Development Evaluation - Who we are



Fostering Learning: Evaluation lessons and recommendations can only contribute to development effectiveness if key stakeholders are aware of them. To this end, IDEV engages in a range of **learning, dissemination and outreach activities** to ensure

that key users are aware of available evaluation reports and lessons learned. The best learning happens in the context of a participatory, cooperative process and the absence of threats or reprisals.

Promoting an evaluation culture within the Bank and in RMCs: In this regard, IDEV engages with stakeholders throughout the evaluation process, implements capacity development events and initiatives, and provides technical support. Actively reaching out to stakeholders and developing capacity to measure, analyze and report on activities not only helps promote evidence-based decision making but also supports the evaluation function by ensuring that accurate and reliable data on operations are readily available.

To ensure the independence of the Bank's evaluation function, IDEV reports directly to the Bank's Board of Directors through its Committee on Operations and Development Effectiveness (CODE). CODE reviews IDEV's evaluation reports together with management responses to the findings.

What We Do

IDEV operates under a three-year rolling work program and budget. At the start of each three-year cycle, evaluations are planned and selected through a consultative process with the Board, Bank Management, operational departments and other stakeholders to identify areas where evaluative knowledge would be relevant and useful given the current operating environment. The program is not rigid and there is room for adjustments based on other urgent needs. IDEV reports on and updates its three-year work program as necessary under the oversight of CODE.

Each evaluation is a considerable undertaking that lasts 12–18 months and involves consultation with multiple stakeholders throughout the Bank and RMCs. Evaluations are implemented in five stages: (i) inception; (ii) data collection and analysis; (iii) reporting; (iv) dissemination; and (v) follow-up on recommendations and management actions.

Each evaluation is implemented in consultation with a reference group of key stakeholders who are directly concerned by the subject matter of the evaluation. The reference group helps ensure that the information presented in evaluation reports is factually correct, provides additional operational context as necessary and assists in identifying evaluation recommendations.

Completed evaluations are presented to the Bank's Board through CODE, which considers both the evaluation report and an accompanying response from Bank Management. The Management Response identifies specific actions to be undertaken in order to address the issues raised in the evaluation.

Following discussion of an evaluation report by CODE, IDEV disseminates the report to stakeholders both within the Bank and in RMCs, to ensure that the potential users of evaluative knowledge are aware of the findings and lessons learned. Lessons from evaluations are also shared through learning events held both within the Bank and in RMCs.

Once the Management Action Record System (MARS), an automated system for tracking the implementation of management actions, is finalized and launched, IDEV will conduct routine assessments of the implementation of recommendations in order to strengthen the contribution of independent evaluation to the Bank's performance.

Figure 2: The Evaluation Process

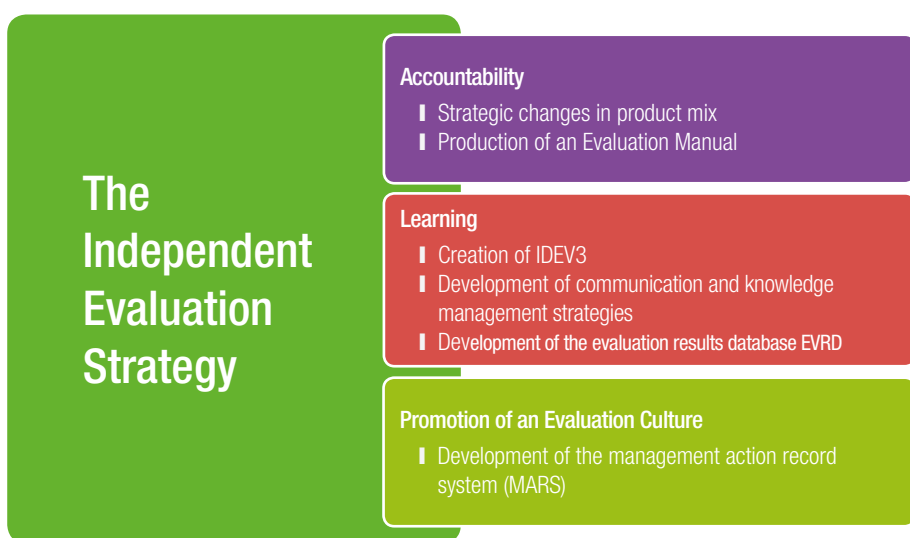


The Independent Evaluation Strategy

The Bank’s Board approved the Independent Evaluation Strategy (IES) following a critical self-evaluation of the evaluation function in 2012. In addition to clarifying the role of independent development evaluation within the Bank, the IES also introduced a number of changes to IDEV’s activities, structure and mandate.

Through the Strategy, IDEV committed to: (i) increase the number of evaluations delivered each year; (ii) revamp its product mix, placing increased emphasis on country strategy and sector evaluations; and (iii) increase the quality of its evaluations and ensure their relevance to key user groups. These strategic goals are being

Figure 3: The Independent Evaluation Strategy



Evaluation type	Accountability	Learning	Evaluation culture	IDEV direction
Project Completion Report Validation Notes	✓✓✓	✓	✓✓	Continue
Extended Supervision Report Validation Notes	✓✓✓	✓✓	✓	Continue
Project Performance Evaluation Reports (public sector)	✓	✓	✓	Reduce
Cluster Project Evaluations	✓	✓✓	✓	Increase
Project Performance Evaluation Reports (private sector)	✓	✓✓	✓	Continue
Thematic Evaluations	✓✓	✓✓✓	✓	Continue
Sector Evaluations	✓✓	✓✓✓	✓	Continue
Country Strategy Evaluations	✓✓	✓✓✓	✓✓	Increase
Country Strategy Paper Completion Report Validations	✓✓	✓✓✓	✓✓	Continue not to do
Regional Integration Strategy Evaluations	✓✓	✓✓✓	✓✓	Start to conduct
Corporate Evaluations	✓✓	✓✓✓	✓	Increase
Impact Evaluations	✓	✓✓	✓✓	Start to conduct
Evaluation Synthesis		✓✓	✓	Increase

addressed through various activities including creation of a peer review function, use of evaluation workshops to discuss preliminary findings with key stakeholders and preparation of an evaluation manual.

To maximize IDEV's contribution to the development effectiveness of the Bank in its RMCs, IDEV created a new division responsible for knowledge management, learning and evaluation capacity development. This new division is responsible for disseminating evaluation lessons through such initiatives as an evaluation community of practice, targeted communications plans, a database of lessons learned, a quarterly knowledge publication (eVALUation Matters) and regular learning and knowledge sharing events.

With the support of IDEV's evaluation professionals, this new division is also responsible for leading IDEV's capacity development initiatives throughout the Bank and in RMCs. These initiatives include an evaluation community of practice, support for the development of regional evaluation associations and networks, and the provision of training and technical advice through the "Strengthening National Evaluation Systems" Initiative. ■

Independent Evaluation Strategy 2013–2017



ECG Spring 2014 Meeting,
AfDB Southern Africa Regional
Resource Center, April 2014



2. IDEV Performance in 2014

The three objectives for the evaluation function as identified in the IES are (i) accountability; (ii) learning; and (iii) promotion of an evaluation culture, with most products contributing to more than one objective. This section presents IDEV's performance in its three main areas of activity: conducting evaluations, managing knowledge, and building evaluation capacity. It also presents an assessment of IDEV's performance in terms of the delivery of key products identified in its 2014–2016 Work Program.

Conducting Evaluations

IDEV delivered¹ 9 of 13 planned reports as of December 31, 2014. This is the highest level of delivery in IDEV's 28-year history; however, these numbers do not fully capture the scale of the work completed over the course of the year – another 13 evaluations were initiated and will be carried over for delivery in 2015. All this was achieved despite a 9% budget cut in 2014.

Figure 4: Overview of Evaluations Delivered in 2014

Sector and Thematic Evaluations	Evaluation of Bank Support to the Transport Sector	Independent Assessment of the Climate Investment Funds	Evaluation of the Bank's Microfinance Policy, Strategy and Operations
Corporate Evaluations	Evaluation of the Bank's Operational Procurement Policies and Practices	Independent Assessment of Quality at Entry for Country and Regional Integration Strategy Papers	Independent Assessment of the Bank's Additionality and Development Outcome Assessment (ADOA) for Private Sector Operations
Country Strategy Evaluations	Madagascar Country Strategy and Program Evaluation	Evaluation of the Bank's Country Strategy and Program in Chad	Botswana Country Assistance Evaluation

¹ An evaluation is considered "delivered" once the final draft is sent to internal stakeholders for a formal management response.

At the end of 2014, three evaluation reports were being finalized – an evaluation of the Bank’s support to SMEs, an evaluation of the Bank’s private equity investments, and a stocktaking assessment of the Bank’s support to Public-Private Partnerships. One evaluation, the Quality at Entry of Public Sector Operations, was postponed to 2016.

An overview of the evaluations delivered and initiated in 2014 is provided in the table below. Additional information about the evaluations completed in 2014 is provided in Annex A.

Evaluation	Summary
Independent Assessment of the Bank’s Additionality and Development Outcome Assessment (ADOA) for Private Sector Operations	This evaluation examined the relevance and performance of the Bank’s ADOA system in supporting decision-making and accountability processes throughout the Bank. The ADOA framework assesses: (i) Additionality, in terms of what the Bank brings to Private Sector Operations that market sources of financing would not bring; and (2) The achievement of development outcomes.
Evaluation of Bank Support to the Transport Sector	This evaluation aimed to inform the development of a new Bank policy and strategy for the transport sector. In particular, the evaluation sought to: (i) identify emerging trends in the sector; (ii) assess how the Bank has responded to these trends; (iii) take stock of the results of the Bank’s assistance; and (iv) draw lessons for future work.
Madagascar Country Strategy and Program Evaluation	This evaluation reviewed the Bank Group’s assistance to Madagascar over the 2002–2012 period. It examined the Bank’s contribution to the country’s development over this period and also sought to identify useful lessons to inform the preparation of the Bank’s next Country Strategy Paper for Madagascar.
Evaluation of the Bank’s Country Strategy and Program in Chad	This evaluation provided an independent assessment of the AfDB’s assistance strategy, program and role in Chad over the 2002–2012 period. The evaluation issues examined include the relevance, efficacy and impact of Bank assistance as well as issues of sustainability, institutional development and stakeholder performance.
Botswana Country Assistance Evaluation	This evaluation assessed the relevance of the Bank’s country strategies to Botswana’s development challenges as well as congruence with national development priorities. The evaluation also identified lessons from the performance of the Bank’s support over this period to provide actionable recommendations to inform the design and implementation of the next CSP.
Independent Assessment of the Climate Investment Funds	The Climate Investment Funds (CIF), implemented by five Multilateral Development Banks, were the subject of a joint independent formative evaluation conducted by the independent evaluation departments of the implementing organizations after 3 years of operation.
Evaluation of the Bank’s Operational Procurement Policies and Practices	This evaluation assessed the efficiency and effectiveness of the Bank’s procurement performance in its operations between 2007 and 2013. In particular, the evaluation examined how well the Bank’s procurement performance met the fiduciary principle of economic, efficient and appropriate use of funds while preventing corruption.

Evaluation	Summary
Independent Assessment of Quality at Entry for Country and Regional Integration Strategy Papers	The purpose of this evaluation was to (1) assess the Quality at Entry of the Bank's Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) and assess improvements in CSPs since the last assessment exercise in 2008/9; and (2) suggest improvements to the CSP/RISP design process.
Evaluation of the Bank's Microfinance Policy, Strategy and Operations	This evaluation was conducted in response to the 2012 Report of a Bank-wide Task Force which took stock of the microfinance activities of the African Development Bank Group. The evaluation assesses (i) the extent to which the Bank's microfinance policies and strategies are clear and relevant; (ii) the relevance, effectiveness, efficiency and sustainability of the Bank's microfinance projects; (iii) the performance of various intervention models; and (iv) the appropriateness of the Bank's institutional arrangements.

In addition to these reports, IDEV conducts an annual review of Project Completion Reports (PCRs). Operational departments throughout the Bank prepare PCRs to summarize and assess the contribution of Bank projects and programs to sustainable development outcomes. The 2013 PCR Review, which covered 75% of PCRs completed in 2013, was also completed in 2014.

Highlights from Ongoing Evaluations

In 2014, IDEV began to implement some strategic, multi-year evaluations, including

- The Comprehensive Evaluation of Development Results (CEDR);
- The Evaluation of the implementation of Commitments made under the 12th and 13th replenishments of the African Development Fund (ADF) and the 6th General Capital Increase (GCI); and
- The Impact Evaluations of Rural Water Supply and Sanitation Programs in Ethiopia and Tanzania. This is the first time that IDEV is conducting impact evaluations.

The **CEDR** is a synthesis evaluation which will examine the extent to which the Bank has contributed to development results over the past decade and identify some of the key factors that have promoted or hindered its success. The synthesis will consider the findings from 15 different Country Strategy and Program Evaluations (CSPEs) which account for nearly 60% of the Bank's portfolio over this period. In addition, the synthesis will be informed by two sector evaluations, two impact evaluations and more than 250 individual Project Results Assessments. The CEDR synthesis will be delivered in 2016.

IDEV has also made considerable progress in implementing the **Evaluation of ADF and GCI Commitments** (Commitments) and expects to deliver its report by June 2015 to ensure that it informs the mid-term review of the ADF-13 replenishment. The Bank has made a range of organizational and management commitments in the context of funding agreements linked to the ADF replenishment and GCI processes. The content of

these commitments range from the adoption of new policies and strategies to broader institutional reforms. The Commitments Evaluation, which comprises evaluations of policy and strategy making, budget management and an overarching review, is meant to provide an independent assessment of the extent to which the Bank has implemented commitments made since 2010.

Finally, in 2014 IDEV set out to further implement the IES by adding **impact evaluations** to its range of evaluation products, initiating two impact evaluations of Rural Water Supply and Sanitation Programs in Ethiopia and Tanzania. Both projects are currently in the data collection and analysis phase, with final reports expected for delivery in late 2015. This is the first time that IDEV has conducted impact evaluations and, based on the experience and usefulness of such evaluations, intends to conduct one to two of them each year.

Managing Knowledge and Outreach

Dissemination and outreach activities complement IDEV's core business of delivering evaluations of Bank programs, policies and corporate processes. It does so by ensuring that key users and stakeholders are aware of evaluative information and lessons learned that may be instrumental to future planning, programming, designs and decision making.

In 2014, knowledge management and dissemination activities were significantly scaled up compared to previous years. Considerable progress has been made; however, not all ambitions in the work program could be met given Bank-wide budget constraints and logistical challenges associated with the Bank's return to Abidjan.

IDEV delivered three thematic issues of "**eVALUation Matters**," its quarterly knowledge publication, on "Gender," "Transport in Africa," and "Building African Nations." In addition to articles from evaluation practitioners, these issues included contributions from prominent African politicians, advisors, and academics and were disseminated both in print and online.

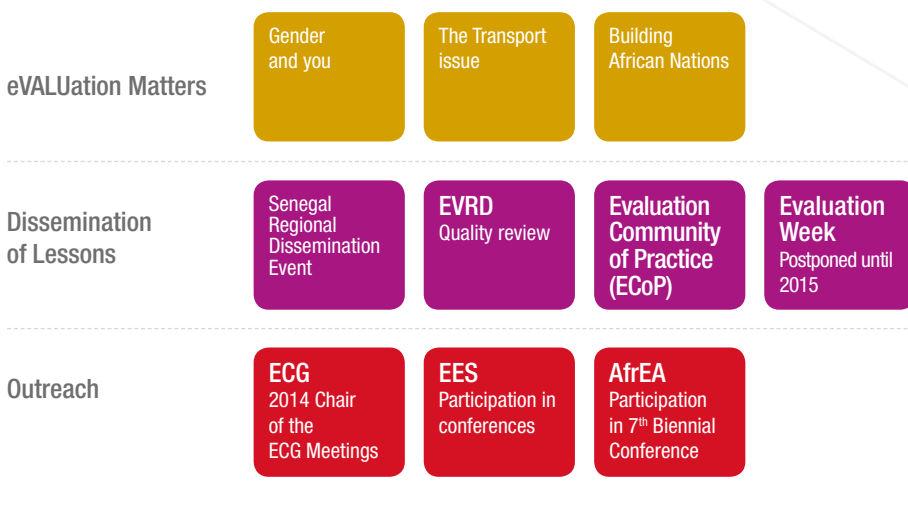
IDEV also made gains in strengthening its online dissemination of lessons learned through its **Evaluation Results Database (EVRD)** and the **IDEV website**. It conducted a quality review of the findings, lessons and recommendations stored in the EVRD, which was subsequently published on the Bank's intranet, making it available to all Bank staff. With respect to its website, it launched an initiative to revamp and refresh its external website to allow for the timely publication of information about its activities and evaluative lessons.



Senegal Learning Event, January 2014



Figure 5: Overview of Knowledge Management and Dissemination Initiatives



With respect to **dissemination and learning events**, IDEV successfully implemented five of six planned face-to-face Evaluation Community of Practice (ECoP) sessions to share evaluation results; and one of two planned regional dissemination events in Dakar, Senegal, in January 2014. It also made notable progress in implementing “Evaluation Forum 2014,” a high-level learning event aimed at providing an opportunity to discuss contemporary development issues. The event was meant to coincide with the Bank’s 50th anniversary celebrations, which were postponed due to the Ebola crisis.

Finally, IDEV was elected to serve as the 2014 Chair of the **Evaluation Cooperation Group (ECG)**, a committee of independent evaluation departments from 12 different development institutions, including the AsDB, EBRD, EIB, IDB, IMF and World Bank. As part of its responsibilities as chair, IDEV successfully hosted the ECG Spring Meeting in South Africa as well as the Winter Meetings in Washington, D.C.

As part of the ECG spring meetings held in Pretoria, IDEV convened a side event for sub-regional development institutions. This was the first time that sub-regional development banks in Africa jointly discussed issues relating to evaluation. The meeting was widely appreciated and resulted in the launch and adoption of the EPRADI Declaration – aimed at promoting an evaluation culture in sub-regional development banks. IDEV also organized media coverage for the event, including two press conferences and the broadcast of a widely acclaimed 30-minute segment on evaluation in MDBs on CNBC



Africa’s “Beyond Markets.”² For the Winter Meetings, IDEV planned an open session on Climate Change and Evaluation, featuring Andrew Steer, President and CEO of the World Resources Institute. The well-attended event (over 200 participants) was also web-streamed. Finally, IDEV also led the launching of an ECG newsletter and a revamped ECG website.

Additional information about the department’s dissemination and learning events is provided in Annex B.

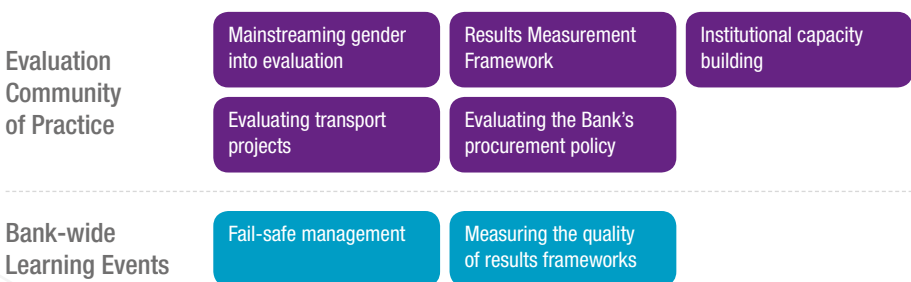
Building Evaluation Systems

IDEV seeks to promote a culture of evaluation through the implementation of Bank-wide learning activities as well as an innovative initiative to build evaluation systems in RMCs.

Bank-wide activities, including learning events and ECoP meetings, help increase awareness of evaluation principles among Bank staff and build capacity for self-evaluation and results-based management.

IDEV hosted a number of Bank-wide learning events in 2014, primarily in the first half of the year. These events included: (i) five of six planned ECOP meetings; and (ii) two of four planned learning events on “Fail-safe Management” and “Measuring the Quality of Results Frameworks.” These events were well attended, with the ECOPs attracting an average of 45 participants while the learning events attracted about 20 participants respectively.

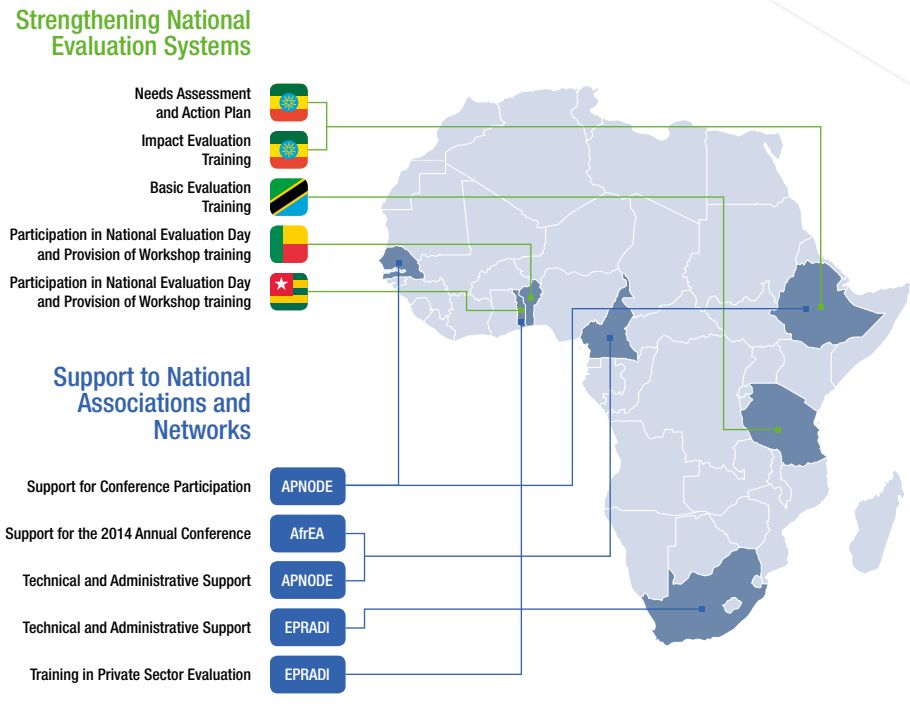
Figure 6: Overview of Bank-wide Learning Events



Building Evaluation Systems and Capacity Development Initiatives in RMCs helps increase the availability of high-quality evaluative information in RMCs while promoting the use of this information in policy development and decision making. IDEV supported building evaluation systems and capacity development in RMCs in three primary ways. It (i) provided support and training to regional evaluation associations and national evaluation forums; (ii) facilitated the establishment of regional evaluation networks; and (iii) implemented cooperative evaluation capacity

2 The broadcast can be viewed via the following link: <http://www.cnbcfrica.com/video/?bctid=3521949380001>

Figure 7: Map of Capacity Development Activities in RMCs



building efforts such as the “Strengthening National Evaluation Systems in Africa” initiative, supported by the Government of Finland.

In terms of supporting regional associations and networks, IDEV was one of the key contributors to the 7th African Evaluation Association (AfrEA) Conference held in Yaoundé, Cameroon, in March 2014. IDEV led several sessions including launching a two-day-program with parliamentarians, financing a two-day workshop on knowledge management, while supporting several other workshops. IDEV also supported AfrEA by contributing to bursaries for the participation of 17 officials and evaluation experts from RMCs.

IDEV also contributed to the establishment of regional evaluation networks including the African Parliamentarians’ Network on Development Evaluation (APNODE) and the Evaluation Platform for Regional African Development Institutions (EPRADI), providing technical and administrative support as well as training.

APNODE provides a forum for African parliamentarians to advocate for the use of evaluation to support evidence-based policy and decision-making throughout the continent. EPRADI is a forum for sub-regional development institutions whose goal is to encourage the gradual development of strong sub-regional evaluation systems and share best practices and experiences. ■

Impact evaluation training for
30 Ethiopian and Tanzanian
government evaluators, Addis Ababa,
September 2014



3. Promoting Development Effectiveness

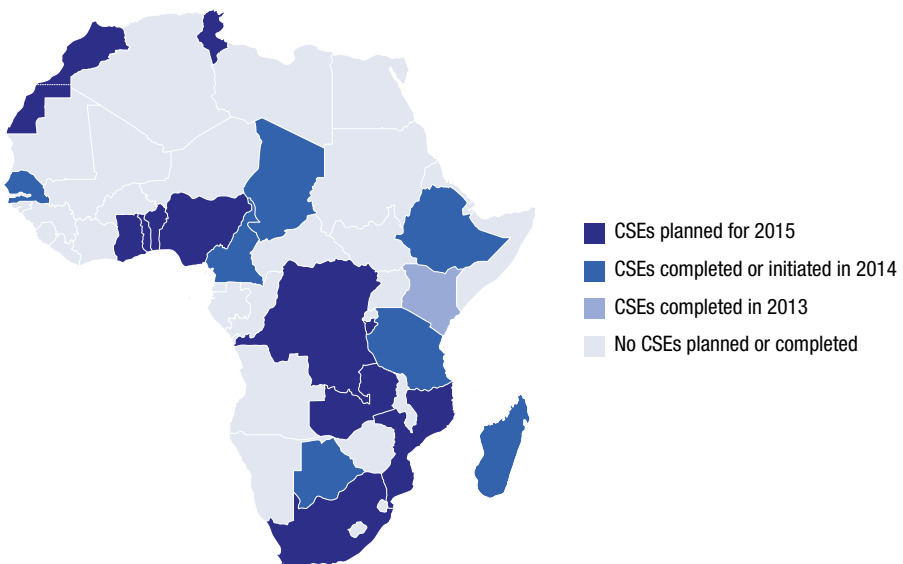
Under the Independent Evaluation Strategy, IDEV committed to implement a number of initiatives aimed at expanding the influence of evaluation to maximize the department's contribution to the Bank's development effectiveness. IDEV made good progress against these objectives in 2014, including:

- Increasing the delivery of evaluations;
- Ensuring that all evaluations meet minimum quality standards;
- Ensuring that findings and recommendations are relevant to the needs of key users throughout the Bank; and
- Tracking and promoting the implementation of evaluation recommendations.

Increasing the Delivery of Evaluations

Increasing the delivery of evaluations provides additional opportunities to report to the Bank's Board, Management and other stakeholders on results achieved while providing credible evaluative information to influence decision-making about future activities.

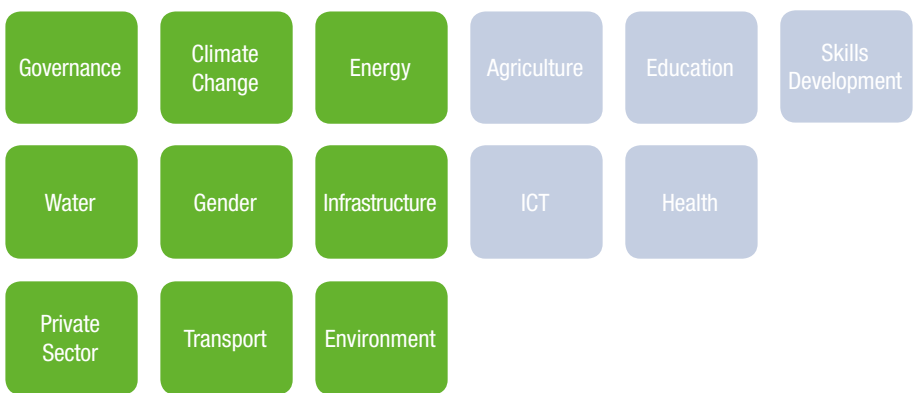
Figure 8: Coverage of Countries - CSPEs



Since 2012, IDEV has increased its delivery of evaluations by 50%, from 6 evaluations delivered in 2012 to 9 delivered in 2014. Furthermore, IDEV is on track to deliver 12 evaluations in 2015, a 100% increase over 2012, reflecting a sharp increase in productivity.

Figure 9: Coverage of Sub-sectors

Over the period covered by the 2013–2015 Work Program, IDEV thematic evaluations will cover activities in 9 of the Bank’s 14 sub-sectors



In ramping up its delivery, IDEV has made good progress in covering the Bank’s portfolio. Between 2013 and 2015, IDEV plans to deliver up to 18 CSPEs, providing comprehensive coverage of activities in these countries. In addition, IDEV plans to implement a cluster evaluation of the Bank’s Regional Integration Strategies covering the Bank’s Regional Integration activities for Western, Eastern and Central and Southern Africa.

Box 1: The Transport Sector Evaluation

The Transport Sector is an important area of operations for the Bank, accounting for over 725 million UA in lending for 2014. The Transport Sector Evaluation informed an update of the Bank’s Transport Sector Policy and Strategy. Given the usefulness of a previous evaluation on the Mainstreaming of Environmental Considerations in the Transport Sector, the Bank’s Transport and Information & Communications Technology Department (OITC) felt that a full sector-level evaluation would be useful in informing the new Bank Transport Policy and Strategy.

The evaluation’s recommendations focused on 5 key areas: (i) promoting a holistic approach to transport infrastructure programming; (ii) portfolio diversification, including better integration of air transport, ports and urban mobility issues; (iii) better use of analytical work to inform country level strategies and programmatic approaches; (iv) multi-country assistance and coordination, including the trade facilitation corridor development and the harmonization of transport regulations; (v) creation of an enabling environment for PPPs; and (vi) development of a new transport sector policy and strategy.

Given the scale of the changes proposed, the majority of recommendations are still being addressed. The Bank’s Transport Department is actively using the Transport Sector evaluation to inform the update and revision of the Bank’s Transport Policy and Strategy. Good progress has also been made in implementing country briefs and transport sector studies to inform the development of programmatic approaches for new CSPs.

Similarly, IDEV is on-track to achieve good coverage of the Bank's operations across sectors. Over the 2013–2015 period, IDEV expects to cover the Bank's activities in 9 of the Bank's 14 sub-sectors, including governance, transport and private sector development.

Ensuring Quality

In delivering its mandate, IDEV must produce credible and evidence-based evaluations to ensure that key stakeholders, particularly the Bank's Board and Management, are comfortable using IDEV evaluations to inform key decisions.

As part of the IES, IDEV committed to draft an Evaluation Manual based on international good practices for development evaluation. This manual will help ensure that IDEV's multiple products are consistent with widely accepted **quality standards** for development evaluations and promote consistency across different reports.

In 2014, IDEV prepared an **Evaluation Manual** Chapter on Country Strategy and Program Evaluations which will be implemented as part of the CEDR process. Additional chapters will be prepared during the coming year, including chapters on sector evaluations and impact evaluations.

IDEV has also strengthened its **quality review function** for evaluations. All IDEV reports are reviewed by a reference group of key stakeholders to ensure that they are factually correct and that findings and recommendations are supported by the available evidence. In addition, all evaluations prepared in 2014 were reviewed by IDEV peers as well as by external experts. In the coming year, IDEV will seek to establish clear guidelines for its internal peer review function to ensure the consistency, depth and quality of peer reviews.

Ensuring Relevance

Evaluation recommendations will only be implemented if they are relevant to the day-to-day challenges faced by key users, including Bank staff working in operations. Since 2013, IDEV has adopted a **participatory approach** in conducting its evaluations through the use of workshops where stakeholders have the opportunity to discuss preliminary findings and identify constructive recommendations. Participatory workshops were held for all but three evaluations completed in 2014.

As a good practice, IDEV hosted a Bank-wide workshop to share the preliminary findings from the Independent Assessment of Quality at Entry for Country Strategy Papers and Regional Integration Strategy Papers and discuss potential recommendations. The event attracted an audience of 35 participants from across the Bank and was instrumental in identifying recommendations and obtaining buy-in from potential users of the evaluation.

This consultative approach is yielding positive results. Of the 90 recommendations and sub-recommendations identified in the reports presented to CODE in 2014, Management agreed with 82 recommendations (91.1%), partially agreed with 6 recommendations (6.7%) and disagreed with just 2 recommendations (2.2%). This high level of agreement

suggests that Bank management found the vast majority of IDEV findings and recommendations to be credible, relevant and useful.

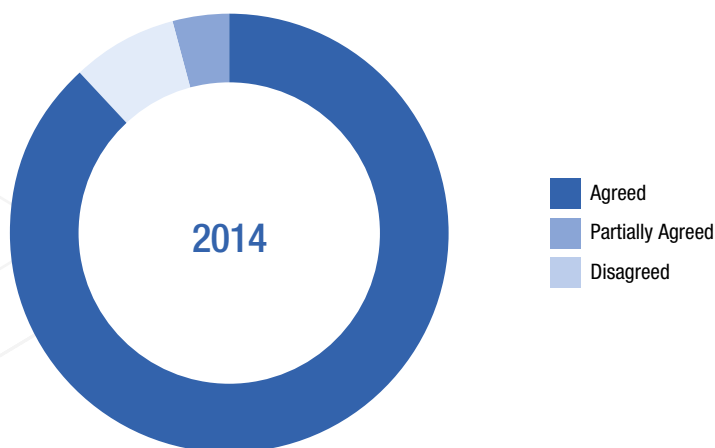
Box 2: Independent Assessment of the Quality at Entry of Country and Regional Integration Strategy Papers

The Independent Assessment of the Quality at Entry of the Bank’s Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) was launched with a dual purpose: (1) to assess the quality at entry of CSPs and RISPs and to determine whether quality at entry has improved since the last Independent review of Quality at Entry was undertaken in 2008–09; and (2) to suggest potential improvements to the Bank’s country/regional strategy design process in light of the Bank’s Ten Year Strategy. The evaluation was timely, having been launched in a context of ongoing reviews and strengthening of Bank processes related to CSPs.

The evaluation found that the Bank had made little progress in achieving its target of 100 percent of CSPs rated as “satisfactory or better,” even though quality at entry, measured against “moderately satisfactory or better,” had improved over the study period. The main areas identified for improvement were the use of economic and sector work in informing the development of CSPs, results frameworks, gender, sustainability and capacity development. RISPs were found to be closer to achieving the Bank’s target of 100 percent rated “satisfactory or better,” but fell short in addressing institutional/soft issues. Finally, it concluded that the CSP preparation process was cumbersome and involved redundant steps.

The evaluation’s recommendations focussed on: (i) reinforcing the CSP as a strategic tool and ensuring alignment with the objectives of the Bank’s Ten Year Strategy; (ii) adapting the CSP format and content to the specific needs of RMCs, including strengthening the analysis of fragility issues and the role of the private sector; (iii) strengthening the institutional element of Regional Integration Strategies and strengthening their alignment with CSPs; and (iv) streamlining the internal preparation process and creating strong, multi-sector country teams. These recommendations were given strong consideration in the development of a new annotated format for CSPs.

Figure 10: Agreement with IDEV Recommendations



Implementation of Management Actions in 2014

Independent evaluation influences Bank operations primarily through its findings and suggested solutions to issues. Management is required to provide a formal response to each evaluation and commit to addressing the issues identified through specific management actions.

Under the Independent Evaluation Strategy, IDEV committed to implement a Management Action Record System (MARS) to facilitate follow-up of these commitments. Development of the MARS is currently ongoing. To provide an indication of the extent to which management actions have been implemented in 2014, IDEV requested that departments involved in evaluations presented to CODE this year provide feedback on their progress in implementing the Management Response.

Box 3: Evaluation of the Bank's Operational Procurement Policy

The Evaluation of the Bank's Operational Procurement Policy was undertaken at the request of the Bank's Procurement Department (ORPF) to support a comprehensive review and reform of the Bank's procurement policies and guidelines.

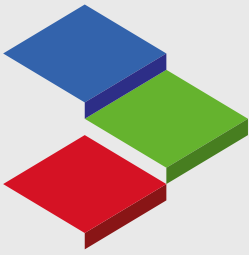
The evaluation was implemented using a collaborative approach - ORPF is a dynamic department which actively collects and analyzes data about its activities to inform management and decision-making. ORPF and the evaluation team collaborated at each stage of the evaluation to identify an appropriate scope, share available data and develop relevant and implementable recommendations. This collaborative approach allowed for a high-quality evaluation to be delivered under tight timelines.

The evaluation's recommendations focused on: (i) the need to update the Procurement Policy to reflect Bank priorities; (ii) increased decentralization through delegation of authority to field offices; (iii) greater emphasis on post-procurement review, procurement audits and project design support; (iv) improved systems and automation of contract management; (v) enhanced capacity building support to RMCs to facilitate use of country systems; and (vi) improved means of measuring and tracking procurement effectiveness.

These recommendations were universally accepted by ORPF, who confirmed that they will be reflected in the Bank's new Procurement Policy, expected to come into effect in 2015.

Bank management committed to a total of 100 actions in response to evaluations made by IDEV during 2014. A total of 31 actions have been fully addressed, whereas implementation is ongoing for 60 actions. Only nine of the management actions have not yet been addressed. An overview of the progress achieved in implementing management actions is provided in Annex C. ■

Backdrop for IDEV information booth



IDEV

Independent Development Evaluation
Évaluation indépendante du développement

From experience to knowledge...
From knowledge to action...
From action to impact

Sectors & Themes

- Infrastructure Development
- Governance and Accountability
- Regional Economic Integration
- Private Sector Development
- Skills and Technology
- Fragile States
- Agriculture and food security
- Gender

Evaluations

- ▶ Sector Evaluations
- ▶ Project Performance Evaluations (Public Sector)
- ▶ Project Cluster Evaluations
- ▶ Project Performance Evaluations (Private Sector)
- ▶ Corporate Evaluations
- ▶ Country Strategy Evaluations
- ▶ Regional Integration Strategy Evaluations
- ▶ Thematic Evaluations
- ▶ Impact Evaluations
- ▶ Evaluation Syntheses



AFRICAN DEVELOPMENT BANK GROUP

4. A Look Ahead to the IDEV 2015 Work Program

Evaluation Products

IDEV has a very ambitious work program for 2015, which includes the completion of 12 evaluations carried over from 2014. The 2015 Work Program is primarily driven by the need to complete building blocks for the CEDR. In addition, IDEV will begin intensive work on the synthesis process for the CEDR, including refining the synthesis methodology and developing a synthesis matrix. This initiative will continue throughout 2015 as additional information becomes available from the planned CSPEs. The final synthesis report is anticipated for delivery in 2016.

Figure 11: Overview of Planned Evaluations for 2015



Knowledge Management, Dissemination and Outreach

In 2015, IDEV will pursue efforts to implement a more systematic approach to its knowledge management, outreach and dissemination activities. A tailored dissemination and communication plan will be prepared for each evaluation in line with its scale and strategic importance, with activities ranging from print and electronic distribution to the organization of dedicated learning and dissemination events and the publication of videos and summaries.

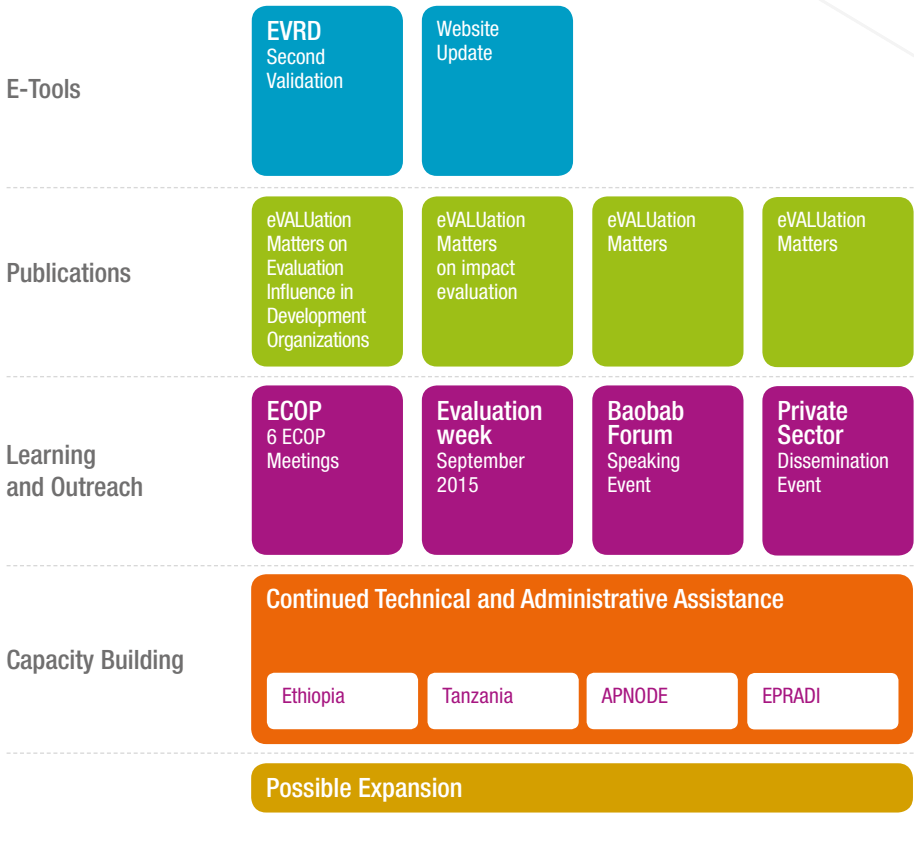
Figure 12: Overview of Approach for Dissemination of Evaluations



IDEV has planned a series of dissemination events and other initiatives over the course of the year. These initiatives include, Evaluation Community of Practice (ECOP) meetings (a total of six meetings), two learning events on development evaluation, “Baobab Forum” and “Development Evaluation Week,” planned for the second half of 2015. Both events will provide an opportunity to discuss contemporary issues in international development and identify how evaluation can contribute to development effectiveness. IDEV also aims to publish four issues of eVALUation Matters.

Finally, IDEV will seek to strengthen and renew its dissemination e-tools throughout 2015. In collaboration with the Bank’s Communications and Information Technology Departments, IDEV plans to revamp its website and introduce new user-friendly features that will help communicate key messages in an attractive and accessible format. In addition, the Evaluation Results Database (EVRD) will undergo a second quality review and will then be published on the internet as a public resource.

Figure 13: Planned Knowledge Management, Learning, Outreach and Capacity Development Activities



Evaluation Capacity Development

Bank-wide Initiatives

As in previous years, IDEV will seek to build evaluation knowledge and capacity throughout the Bank through several learning initiatives. To this end, IDEV plans to hold up to four Bank-wide knowledge sharing and learning events on topics relevant to results measurement, monitoring and evaluation, including one regional event on private sector evaluations.

Strengthening Evaluation Systems and Evaluation Capacity in RMCs

In 2015, IDEV will continue to build evaluation systems and capacity in RMCs by: (i) implementing the “Strengthening National Evaluation Systems in Africa” initiative, currently being piloted in Ethiopia and Tanzania with the support of the Finnish Government; (ii) providing support to regional evaluation associations and advocacy groups; and (iii) participating in regional evaluation conferences and events.

With regard to strengthening national evaluation capacity, IDEV will continue to provide support to Ethiopia and Tanzania on a demand-driven basis and will provide

opportunities for recently-trained evaluators to join IDEV teams in implementing specific evaluations. This initiative may be extended to one or more additional RMCs depending on the availability of required resources.

IDEV will also seek to build upon the progress achieved in supporting the APNODE and EPRADI networks by continuing to provide technical and administrative support and organizing the first Annual General Meeting of APNODE. It is expected that the APNODE members will discuss the adoption of the Network’s Action Plan, which was developed with the assistance of IDEV staff. ■

IDEV launches EPRADI during ECG Spring 2014 Meeting in South Africa



Annexes



Annex A – Completed, Ongoing and Planned Evaluations, 2012–2015

Planned Evaluations 2012–2014		
Year	Report	Status
2012	Evaluation of Environmental Mainstreaming in AfDB Support to the Roads Transport Subsector	Completed
	Fostering Regional Integration in Africa: An Evaluation of the Bank's Multinational Operations	Completed
	Joint Evaluation of Public Financial Management Reform	Completed
	Evaluation of Bank Assistance to Fragile States	Completed
	Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere?	Completed
	Self-Evaluation of the Bank's Evaluation Function	Completed
2013	Institutional Support Projects in the Governance Sector	Completed
	Review of the African Development Bank's Economic and Sector Work	Completed
	Trust Fund Management at the African Development Bank	Completed
	Independent Evaluation of Non-Sovereign Operations	Completed
	Evaluation of the Bank's Integrated Water Resource Management	Completed
	Evaluation of Bank Procurement - Phase I	Completed
	Kenya Country Strategy Evaluation	Completed
2014	Evaluation of the Bank's Additionality and Development Outcomes Assessment Framework for Private Sector Operations (ADOA)	Completed
	Transport Sector Evaluation	Completed
	Chad Country Strategy Evaluation	Completed
	Botswana Country Strategy Evaluation	Completed
	Madagascar Country Strategy Evaluation	Completed
	Joint Evaluation of MDB Support to Climate Investment Funds	Completed
	Evaluation of Bank Support to Microfinance	Completed
	Evaluation of Bank Procurement Phase II	Completed
	Quality at Entry for CSPs/RISPs	Completed
	Evaluation of the Bank's Risk Management Function	Canceled
Quality at Entry for Public Sector Operations	Postponed	
Planned Evaluations 2015–2016		
Evaluation of the Bank's Private Equity		
Evaluation of Bank's Support to SMEs		
Evaluation of Bank Support to PPPs - Phase I (stocktaking)		
Senegal Country Strategy Evaluation		
Cameroon Country Strategy Evaluation		
Commitments Evaluation - Overarching Review		
Commitments Evaluation - Policy and Strategy		
Commitments Evaluation - Budget Management		
Evaluation of the Bank's Support to the Energy Sector		
Ethiopia Country Strategy Evaluation		
Tanzania Country Strategy Evaluation		
Impact Evaluation - Rural Water Supply and Sanitation in Ethiopia		
Impact Evaluation - Rural Water Supply and Sanitation in Tanzania		
Regional Integration Strategy Evaluation		
Zambia Country Strategy Evaluation		
Mozambique Country Strategy Evaluation		
Morocco Country Strategy Evaluation		
Tunisia Country Strategy Evaluation		
Democratic Republic of Congo Country Strategy Evaluation		
Burundi Country Strategy Evaluation		

Planned Evaluations 2015–2016
Togo Country Strategy Evaluation
Nigeria Country Strategy Evaluation
Ghana Country Strategy Evaluation
South Africa Country Strategy Evaluation
Benin Country Strategy Evaluation
Evaluation of the Bank's Support to PPPs - Phase II
CEDR Synthesis

Annex B – IDEV Learning, Dissemination and Outreach Events in 2014

IDEV Learning, Dissemination and Outreach Events undertaken in 2014		
Event Title	Date / Location	Number of Attendees
Regional Dissemination and Knowledge Sharing Event	January 2014 / Dakar, Senegal	56
Evaluation Community of Practice - Mainstreaming Gender into Evaluation	February 2014 / Tunis, Tunisia	45
Evaluation Community of Practice - One Bank, One Results Measurement Framework	February 2014 / Tunis, Tunisia	45
Evaluation Community of Practice - Institutional Capacity Building: What Works?	March 2014 / Tunis, Tunisia	40
Training for knowledge management practitioners at the AfrEA conference	March 2014 / Yaoundé, Cameroon	30
Workshop provided by IDEV staff at Togo Evaluation Week	March 2014 / Lomé, Togo	200
Evaluation Cooperation Group Spring Meetings 2014 and Sub-Regional Development Institution Side Event	April 2014 / Pretoria, South Africa	40
Evaluation Community of Practice - Best practices for evaluating Transport Projects	May 2014 / Tunis, Tunisia	40
Evaluation Community of Practice - Evaluation of the Efficiency and Effectiveness of the Bank's Operational Procurement Policy	June 2014 / Tunis, Tunisia	45
Bank Learning Event - Fail-safe Management	June 2014 / Tunis, Tunisia	20
Bank Learning Event - Measuring the Quality of Develop Results Frameworks	June 2014 / Tunis, Tunisia	23
Workshop provided by IDEV staff at Bénin Evaluation Week	June 2014 / Cotonou, Bénin	200
Core evaluation training for RMCs and Bank staff	August 2014/ Dar es Salaam, Tanzania	29
Impact evaluation training for RMCs and Bank staff	September 2014 / Addis Ababa, Ethiopia	31
Workshop provided by IDEV staff at EPRADI event hosted by BIDD	October 2014 / Lomé, Togo	200
IDEV staff presentation at Forum International Francophone de l'Evaluation	October 2014 / Dakar, Senegal	100
IDEV staff presentation at Collaborative Partner-Donor Initiative workshop	December 2014 / Manila, Philippines	50
Evaluation Cooperation Group Winter Meetings	December 2014 / Washington DC, USA	35
Evaluation Cooperation Group - Open Session on Climate Change	December 2014 / Washington DC, USA	200 (approximate)

Annex C — Implementation of Management Actions in 2014

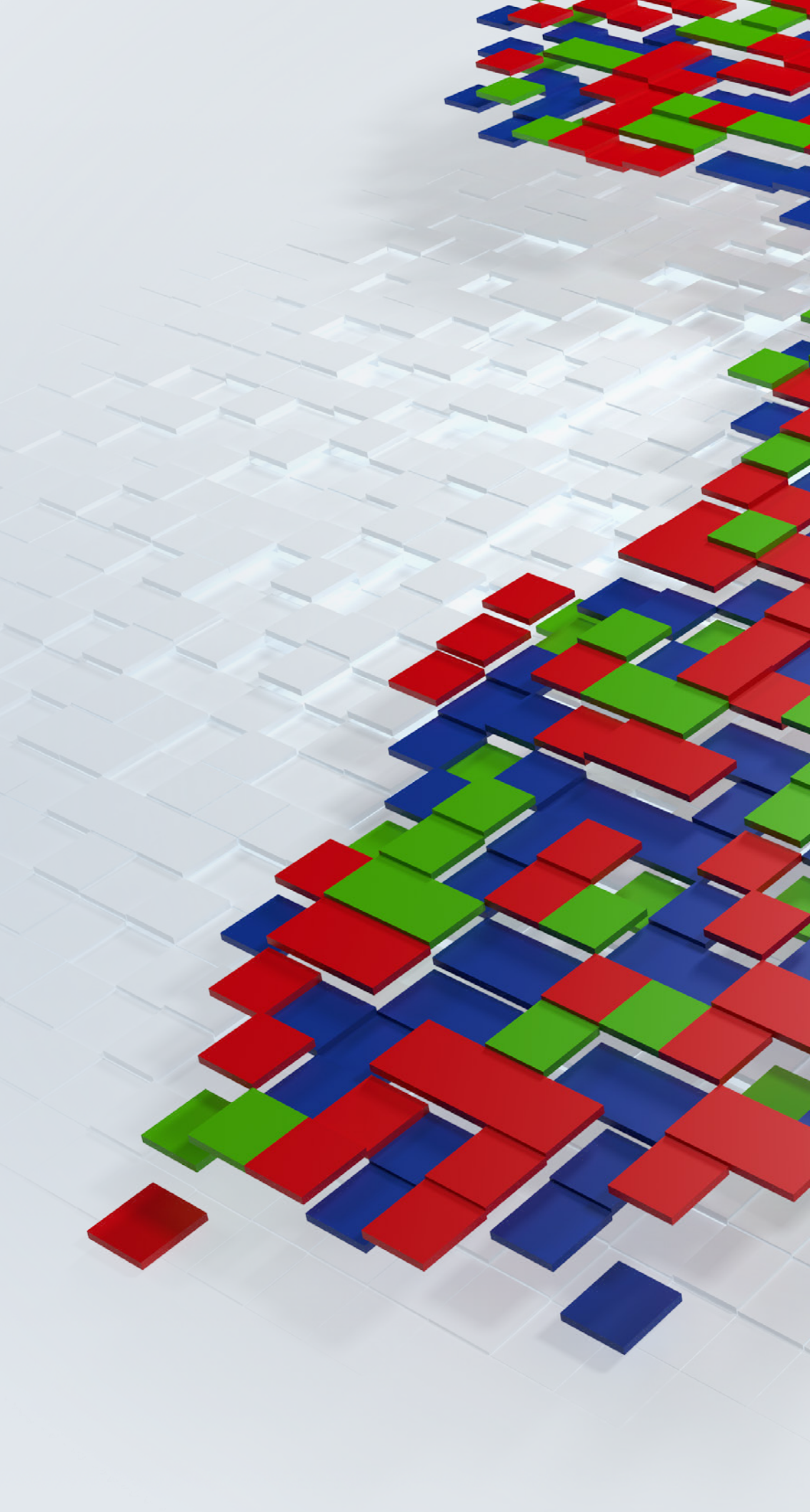
Evaluation Name and CODE Date	Highlights of Recommendations	Progress in Implementing Actions	
Kenya CSPE (CODE Date: 01/28/2014)	<ul style="list-style-type: none"> █ Increase selectivity of the CSP toward areas of comparative advantage. █ Expand the Bank's role as a catalyst for leveraging funding through PPPs. █ Develop a strategy for addressing the sustainability of projects █ Build capacity for analytical and advisory work 	<ul style="list-style-type: none"> █ 12 actions committed █ 4 actions addressed █ 6 actions ongoing █ 2 actions not yet addressed 	<ul style="list-style-type: none"> █ CSPE now demonstrates greater specificity - targeting the infrastructure and agriculture sectors. █ The EARC is working with other Bank departments to leverage private sector funds through PPP arrangements. █ Development of a Gender Action Plan, complete with funding. █ Structures being developed to make greater use of RMC procurement and financial management systems.
Chad CSPE (CODE Date: 11/11/2014)	<ul style="list-style-type: none"> █ Support governance reform by contributing to the development of an analytical framework to guide decision making. █ Formulate strategies for the creation of supportive business climate and provide direct assistance to the private sector. █ Devote greater attention to Economic and Sector Work to guide decision making and inform Bank dialogue and investments. █ Strengthen capacity building efforts to promote technical capacity and sustainability. █ Build human capacity within public institutions and better incorporate administrative staff in development activities to build institutional memory. 	<ul style="list-style-type: none"> █ 7 actions committed █ 3 actions addressed █ 3 actions ongoing █ 1 action not yet addressed 	<ul style="list-style-type: none"> █ Planned changes to governance operations could not be implemented due to a fall in oil prices and costs incurred to preserve peace in the country. █ Initiatives to improve the business climate and assist the private sector are being incorporated into ongoing programming. █ The results of two studies on the mobilization of domestic resources outside the oil sector and promotion of SMEs have been adopted █ Efforts are ongoing to incorporate capacity building initiatives for project management and infrastructure maintenance.
Madagascar CSPE (CODE Date: 10/14/2014)	<ul style="list-style-type: none"> █ Better incorporate support to the private sector into the next CSP. █ Use the CSP to better define priorities for governance programming and design targeted reform programs. █ Strengthen support for infrastructure improvement and sustainability in collaboration with other partners. █ Strengthen resilience to fragility risk factors through analytical work and political dialogue. █ Build upon the strategic economic ties between Madagascar and other Indian Ocean countries through multinational projects and regional strategies. 	<ul style="list-style-type: none"> █ 12 actions committed █ 3 actions addressed █ 8 actions ongoing █ 1 action not yet addressed 	<ul style="list-style-type: none"> █ Private sector support activities are already being implemented as part of the 2014-16 Interim CSP, including a convention for clearance of arrears owed to the private sector. █ Bank priorities for operations in the governance sector are now better defined under the 2014-2016 interim CSP and institutional reform programs are being developed. █ A number of initiatives are being implemented to promote infrastructure maintenance and the sustainability of infrastructure projects, including dialogue with other MDBs on replenishing the Road Maintenance Fund. █ All projects prepared for 2014 have been developed using the "fragility prism" method. The same approach will be undertaken for all projects in prepared in 2015.

Evaluation Name and CODE Date	Highlights of Recommendations	Progress in Implementing Actions	
Botswana CSPE (CODE Date: 09/23/2014)	<ul style="list-style-type: none"> █ Develop a monitoring and evaluation system which clearly distinguishes between outputs and outcomes. █ Prioritize capacity building and institutional reform throughout the governance pillar. █ Ensure project implementation units are familiar with Bank processes and procurement requirements while enhancing risk assessment and oversight. █ Support the government in strengthening an analytical framework for economic diversification. █ Provide capacity building support for the development of tariff structures for the infrastructure sector. 	5 actions committed █ 1 action addressed █ 4 actions ongoing	<ul style="list-style-type: none"> █ The majority of recommendations have been addressed through the draft CSP for Botswana. █ The results measurement framework has been updated and now clearly distinguishes between outputs and outcomes. █ SARC has made progress in promoting a conducive environment for PPPs and recently held a seminar about Bank products for stakeholders in government and the private sector. █ Procurement capacity has been reinforced by the addition of 4 procurement staff. █ Provisions have been made in the new CSP to undertake evidence-based analytical work to promote economic diversification and create an enabling environment for PPPs.
Transport Sector Evaluation (CODE Date: 04/21/2014)	<ul style="list-style-type: none"> █ Adopt a holistic approach which combines policy development, institutional restructuring and capacity development with the provision of infrastructure. █ Increase emphasis on multi-country assistance, including transport facilitation, regulatory harmonization and corridor development. █ Increase focus on PPPs using a bottom-up approach. █ Strengthen project monitoring, particularly for sustainability and the achievement of development outcomes. Prioritize asset management and maintenance at all stages of the project cycle. █ Update the transport sector policy and strategy, including the development of an underlying theory of change. █ Elaborate regional and country-level transport strategies aligned with CSPs and RISPs. █ Make better use of ESW to elaborate sector-wide approaches at the RMC level. █ Ensure competitive markets for the construction industry and mainstream activities for ensuring key elements of the logistics chain are in place. 	21 actions committed █ 1 action addressed █ 17 actions ongoing █ 3 actions not yet addressed	<ul style="list-style-type: none"> █ Work has commenced on an updated Transport Sector Policy and Strategy which will place particular emphasis on delivering transport assistance in a more comprehensive and holistic manner. █ OITC is conducting sector-wide analyses in various RMCs which will ultimately lead to the development of programmatic approaches as part of the CSP preparation process. █ A series of studies are underway on issues such as railway and port concessions, harmonization of regional policies, road maintenance, emission-monitoring and trade facilitation. █ A PPP hub is in the process of being established in South Africa and additional hubs are planned for East and North Africa. █ OITC has completed a Task Managers Handbook and a guide to appraisal activities.

Evaluation Name and CODE Date	Highlights of Recommendations	Progress in Implementing Actions	
Independent Assessment of the Bank's Additionality and Development Outcomes Assessment (ADOA) Framework for Private Sector Operations (CODE Date: 05/06/2014)	<ul style="list-style-type: none"> █ Clearly define and document the factors considered for each development outcome and define better metrics for assessing inclusive and green growth. █ Adopt a more strategic approach to the production and dissemination of ADOA-related knowledge products, including the production of an annual report. █ Expand the role played by the ADOA team in validating development outcome ratings. █ Develop an integrated web-based system to facilitate reporting and data management and a comprehensive manual which addresses both administrative and methodological issues. █ Strengthen the skill mix of the ADOA team by providing opportunities to gain operational experience. 	<ul style="list-style-type: none"> █ 25 actions committed █ 15 actions addressed █ 8 actions ongoing █ 2 actions not yet addressed 	<ul style="list-style-type: none"> █ The ADOA Framework has been updated and alignment has been strengthened with the Bank's TYS (e.g. inclusive and green growth). █ Drivers for each rating are now clearly defined and information about weighting and benchmarking against other organizations is provided. █ An operations manual has been produced and a training manual is under development. █ The ADOA team continue to produce private-sector relevant knowledge products for dissemination, including an annual report. █ Development of a web-based system for reporting and data management has been delayed by the move to Abidjan.
Independent Assessment of the Quality at Entry for Country Strategy Papers (CODE Date: 10/07/2014)	<ul style="list-style-type: none"> █ Reinforce the CSP as a strategic tool to guide Bank operations in RMCS including broad indications of sector priorities and how the TYS will be implemented at country level. █ Improve quality of entry for CSPs targeting 100% S+ by addressing identified weaknesses and identifying a strategic niche for the Bank. █ Provide additional support to staff through the development of training and tool kits. █ Improve quality at entry for RISPs targeting 100% S+ by ensuring alignment with CSPs and paying greater attention to institutional reform. █ Eliminate redundant steps in the internal preparation process while maintaining focus of key drivers of quality at entry, such as strong, multi-sector country teams and in-country presence. 	<ul style="list-style-type: none"> █ 9 actions committed █ 4 actions addressed █ 5 actions ongoing 	<ul style="list-style-type: none"> █ A new annotated format has been developed for CSPs as well as a related toolkit for staff and a revised results matrix for CSPs. █ These instruments are currently being piloted in Mozambique and will be presented to the Board for formal adoption in 2015. █ With the new format, each CSP will be customized to the specific development needs of each RMC, with a detailed assessment of the political, social, economic and fragility context. █ Efforts are being undertaken to address procedural issues identified in the evaluation, including the composition of country teams, enhanced leadership by field offices and the elimination of redundancies in the preparation process.
Evaluation of the Bank's Operational Procurement Policy (CODE Date: 10/14/2014)	<ul style="list-style-type: none"> █ Adapt Bank policies to reflect the latest thinking on value for money and green procurement as well as other areas of emphasis under the TYS. █ Revise the delegation of authority matrix to provide more accountability, flexibility and clearer lines of authority to staff in field offices. █ Move toward greater use of post reviews for procurement transactions as well as procurement audits. █ Place greater emphasis on upstream program design as well as implementation capacity building and project readiness. █ Make information systems more responsive to real-time project management needs and improve knowledge-sharing. █ Implement a Bank strategy for building procurement capacity within RMCs and move toward greater use of country systems. 	<ul style="list-style-type: none"> █ 9 actions committed █ 9 actions ongoing 	<ul style="list-style-type: none"> █ The drafting of the new procurement policy is nearing completion and is expected to be submitted to the Board in May 2015. █ The new policy addressed numerous issues, including increased use of country systems, increased involvement in the design of complex procurement, use of procurement audits and engagement with RMCs for procurement reform. █ Automated workflows in Sharepoint are currently being piloted before being rolled out to the rest of the Bank. █ Revision of the delegation of authority matrix is ongoing.

Recent Publications







IDEV

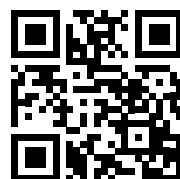
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African Development Bank

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