

AFRICAN DEVELOPMENT BANK GROUP



Work Programme Proposals (2014-2016) for the Independent Evaluation Department of the African Development Bank

Operations Evaluation Department

November 2013

Table of contents

List of Acronyms and Abbreviations	i
Executive Summary	iii
Highlights of 2013 Work Program.....	iii
Project level evaluations	iii
Sector, Thematic, Country and Corporate level evaluations.....	iii
Backbone.....	iii
Content of the Work Programme 2014-2016.....	iii
Comprehensive evaluation.....	iv
Project level evaluations	v
Country Strategy Evaluations	v
Sector, Thematic and Corporate Evaluations.....	v
Resource requirements.....	vii
Summary and conclusion.....	viii
1. Introduction.....	1
2. Highlights of 2013 Work Program.....	1
Project level evaluations	2
Sector, Thematic, Country and Corporate level evaluations.....	4
Backbone: quality, impact and engagement.....	5
Knowledge Management	7
Capacity Development – Strengthen National Evaluation systems.....	7
Key performance Indicators 2013.....	8
3. Content of the Work Programme 2014-2016.....	8
Comprehensive evaluation.....	9
Initial scope and approach for the review of implementation of commitments.....	9
Initial scope and approach for the results evaluation	10
Implications for the 2014-2016 work programme and budget.....	10
Evaluation Products	12
Project level evaluations	12
Country Strategy Evaluations	13
Sector, Thematic and Corporate Evaluations.....	13
Backbone	14
Knowledge Management, dissemination and outreach.....	14

4. Resource requirements.....	15
Human Resources	17
Current status	17
Additional Staffing requirements.....	17
Efficiency improvement and cost savings	19
Summary	19
Risks.....	20
Recommendations.....	20

Annex 1: OPEV 2013 Key Performance Indicators

Annex 2 Overview of Evaluations 2014-2016

Annex 3: Alignment to the TYS25

Annex 4: Work programme alignment to the Results Measurement Framework (RMF)

List of Acronyms and Abbreviations

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

ORQR	Quality Assurance and Results Department AfDB
PCN	Project Concept Note
PCR	Project Completion Report
PCREN	Project Completion Report validation Note
PFM	Public Financial Management
PPER	Project Performance Evaluation Report
QAE	Quality At Entry
RISE	Regional Integration Strategy Evaluation
RISP	Regional Integration Strategy Paper
RMC	Regional Member Country
STRG	Strategy Office
TYS	Ten Year Strategy of the Bank Group
XSR	Extended Supervision Report
XSREN	Extended Supervision Report validation Note

Executive Summary

This document presents the rolling work programme proposal (2014-2016) for the Independent Evaluation Department (OPEV) of the African Development Bank (“the Bank” or AfDB).

Highlights of 2013 Work Program

The independent evaluation strategy was formulated in 2012 and approved by the Board in 2013. The anticipated shift in direction provided by the new strategy was taken into consideration in the 2013-2015 rolling work programme.

In 2013 OPEV significantly increased the number of thematic, sector, corporate and country strategy evaluations while decreasing the number of stand-alone project evaluations. Through the implementation of the 2013 work programme, OPEV is strengthening staff capacities, improving the quality and impact of evaluations, and reinforcing the feedback loop into operations

The department has integrated additional requests from senior management, the Board and other key stakeholders into its original work program. Despite the challenges faced in terms of filling vacant staff positions in a timely manner, OPEV will deliver more than its 2013 commitment.

Project level evaluations

In 2013 OPEV delivered two cluster evaluations and launched two new clusters as planned. No XSR validation was possible in 2013 due to a lack of XSRs submitted. The validation of 50 PCRs was launched in the fourth quarter.

Sector, Thematic, Country and Corporate level evaluations

OPEV is delivering above the scenario funded in 2013. In 2013 OPEV delivered seven and launched four sector and thematic evaluations. In addition, the department delivered three corporate evaluations and launched two more during Q3. Finally, three country strategy evaluations will be delivered before the end of the year, and one in early 2014. Thus OPEV delivered 12 higher level evaluations compared to a target of 7.

Backbone

To build the backbone OPEV has worked on several fronts to ensure quality, impact, credibility, fulsome engagement, knowledge management and proactive dissemination of evaluative knowledge. Starting from the 2013 work program, and as outlined in the independent evaluation strategy, enhanced knowledge management is now an integral part of OPEV's work program. 2013 highlights include regional learning events, 5 evaluation community of practice events, a revamped website, a wider dissemination of evaluation reports, and the publishing a quarterly knowledge publication.

Content of the Work Programme 2014-2016

The 2014-2016 rolling work programme and budget will continue to implement the independent evaluation strategy and further strive to enhance OPEV's strategic alignment with the Bank's priorities while continuing to respond to the demands of OPEV's main stakeholders.

The following broad directions of the work programme as outlined in 2013-2015 will therefore continue in 2014-2016:

- Emphasis on country & regional, thematic/sector and corporate evaluations and fewer stand-alone project evaluations – this will continue to mean a high number of CSEs and RISEs, thematic/sector and corporate evaluations. Within each product line OPEV has selected topics that are aligned to the Banks strategic objectives.
- A strong knowledge management, dissemination and outreach function to share the knowledge generated by evaluations and ensure that evaluation findings are used in operations, strategies and policies of the Bank. This will contribute to the Bank strengthening its role as a knowledge broker and support the Bank in managing its operations efficiently.
- Strengthening evaluation systems, capacity and evaluation culture in the Bank and within the region. Through this and work carried out to improve self-evaluation within the Bank OPEV will contribute to managing for development results.

Comprehensive evaluation

The CODE requested OPEV to consider the delivery of a Comprehensive Evaluation (CE) of the Bank Group, focusing on two key questions: (i) implementation of commitments made as part of ADF and GCI negotiations; and (ii) achievement of development results.

The CE on commitments should cover both ADF and GCI commitments. There is some overlap between the commitments both in terms of timing and substance and covering both sets of commitments will help ensure that the evaluation is relevant and useful to the Bank Group as a whole. Although the implementation of each commitment will be validated on an individual basis, the more substantive assessment - looking at the effectiveness - will be done on a thematic basis. Four overall themes can be identified to frame the evaluation:

- Strategic and Operational Focus: This includes all the commitments relating to new policies and strategies for various sectors and themes.
- Managing for Development Results: This includes commitments related to establishing a results measurement framework in the Bank, quality at entry and safeguards.
- Delivery capacity and institutional effectiveness: This includes commitments relating to decentralization, human resources, efficiency and processes.
- Financial and risk management and resource allocation: This includes commitments focused on risk, audit, procurement, loan repayment conditions etc.

The CE on results will seek to provide an overview of results achieved by the Bank. The main question to address is whether the Bank is achieving desired results. Crucially, it would also address the question “if so why/if not why not?” The evaluation would seek to address all of the main evaluation criteria: relevance, efficiency, effectiveness, impact and sustainability, but with a focus on relevance, achievement of objectives and results/ impact.

To provide useful lessons the key results areas examined will be linked to the main pillars of Bank’s results measurement framework, which in turn is designed to reflect the Bank’s new strategy.

The proposed approach is to use mainly country assistance evaluations as key building blocks for the CE. The country is the relevant unit of analysis of the results of development assistance. There is need for a critical mass of Country Strategy Evaluations – 10 to 15 CSEs --- which thus become a key input to the comprehensive development results report. Key sector and thematic evaluations will complement CSEs to bring on additional light on overall sector or cross-cutting results.

Project level evaluations

PCRs and XSRs

OPEV will undertake 50 PCREN in 2014, followed by 30 each in 2015 and 2016. 25 XSREN will also be part of the work programme each year.

OPEV will also start conducting a small number of field based PCR ENs in 2015 and is planning to gradually increase the field based validations to at least 50% of the cohort in the outer years (2016-2018).

Cluster evaluations

OPEV will undertake one cluster evaluations each year, in addition to two joint evaluations within the capacity building component of strengthening national evaluation systems in Tanzania and Ethiopia. The cluster evaluations will provide a building block for thematic and sector evaluations as well as the development results component of the comprehensive evaluation.

Impact evaluations

The 2014-2016 work programme will introduce Impact Evaluations which has long been a demand from CODE members and key stakeholders. OPEV will, in collaboration with operational departments, start the process of 1-2 impact evaluations for selected operations over the period. These will contribute as case studies to the development results evaluation.

Country Strategy Evaluations

A high number of (about 15) CSEs and Regional Integration Strategy Paper Evaluations (RISEs) will be conducted to provide minimal coverage of the development results evaluation.

Sector, Thematic and Corporate Evaluations

For the sector and thematic evaluations, priority is given to evaluations that are building blocks for the CE and complement the CSEs. On-going evaluations will move forward as planned. These include in particular three on-going private sector related evaluations to be delivered in 2014: PPP phase 1, Private Equity, SMEs.

OPEV will conduct over the course of the 2014-2016 work programme:

- Key result sectors and thematic evaluations that provide building blocks for the CE. The evaluation on energy has been prioritised in 2014 and an evaluation on water and sanitation added in 2015 to complete coverage of infrastructure work together with transport delivered in 2013.
- Four thematic evaluations will be conducted in 2016, coming back to steady basis.

The corporate evaluations programmed for 2014 and 2015 have been reprogrammed to provide the required building blocks for the CE component on commitments. These will all be conducted in 2014 to allow for a synthesis analysis and report to be completed in 2015. This is an area where full synergy exists with the comprehensive evaluation as planned evaluations will serve as components for the comprehensive evaluation. Additional synthesis work will however be required to deliver the evaluation product focusing on commitments in 2015.

Finally, the comprehensive evaluation – development results synthesis report is the main corporate evaluation to be completed in 2016. The development of a common analytical framework is a prerequisite to being able to produce this synthesis efficiently and will be prepared in early 2014.

The table below presents the comparison between the proposal included in this work programme and the baseline taken as the low scenario presented last year to CODE, taking into account the comprehensive evaluation and focusing on sector, thematic, corporate and country evaluations constituting the main building blocks of the comprehensive evaluation. The table shows savings identified in the original work programme and pipeline. Annex 2 provides a global view on the new proposed programme.

Table 1: Overview of the 2014-2016 work programme compared to low case 2013-2015 as baseline

	Sector and Thematic	Corporate	CSEs/RISE
Low case 2013	2	3	2
Delivered in 2013	Independent Evaluation of Non-sovereign Operations, 2006-2011, (additional) Review of the Bank's Economic and Sector work Evaluation of the Bank's Integrated Water Resource Management Institutional Strengthening Projects (ISP) in Governance Transport Sector	Quality at Entry of public sector operations Procurement 1 st phase Trust Fund Management ADOA	Botswana Chad Kenya
On-going in 2013	Microfinance Bank's Assistance to SMEs Private Sector Equity (additional– moved from 2015) PPPs 1 st phase (additional)	Procurement 2 nd phase Quality at Entry of CSP / RSP (additional)	Madagascar
Low case 2014-2015	6	4	5
New plan 2014-2015	2	5	15
	Synergy: 1 Addition: 1 Savings: 5	Synergy: 4 Addition: 1	Synergy: 5 Addition: 10
Prioritised 2014-2015 (synergy with CE)	Energy Water and sanitation (additional)	Four components for the commitments review: - Strategic and Operational Focus - Managing for Development Results - Delivery capacity and institutional effectiveness - Financial and risk management and resource allocation Synthesis report commitments	15 CSE / RISE in 2014-2015
New plan 2016	4	1	4
2016	PPP 2 nd phase ESW 2nd phase Inclusive growth Bank's assistance to food security	Synthesis report results	4 CSE / RISE
Deprioritised / pipeline	Gender Transition to green growth Bank's capacity development strategy implementation Bank's assistance within natural resources, mining and gas Impact of private sector operations on employment, fiscal revenues, environmental and social standards Bank's assistance to Private sector development PBO 2 nd phase.	Trust Funds 2 nd Phase Budget Management Systems Bank's ICT services Bank's knowledge management strategy, systems & products Evaluation of African water facility.	

Resource requirements

The workload budget¹ envelope required to deliver on the 2014-2016 work programme amounts to 10.9 million UA. This amount would enable OPEV to deliver 19 country and regional strategies evaluations, 12 high level evaluation products, and 20 knowledge management and learning events during 2014-2016, in addition to the two broader products related to the comprehensive evaluation.

A large part of the increase in budget request (UA 0.8 million) is frontloaded in 2014 as most of the work on building blocks required for both the results and commitments products of the CE are concentrated that year. The increase in budget request (UA 0.4 million) is lower in 2015 but still high as the coverage of countries for the evaluation product on results has to be completed before 2016. These amounts include costs savings from synergies and reprogramming of the existing work program. About 70% of the proposed work programme will contribute to the CE. The table below summarises yearly costs.

¹ The workload budget includes costs for consultancy and staff missions only, it does not include staff costs in terms of salaries and allowances, or overhead.

Table 2: Total workload budget estimates 2014-2016 (UA million)

Year	Allocation	Budget proposal w/o savings	Budget proposal incl. savings
2013	3.1		
2014		4.6	3.9
2015		4.0	3.5
2016		3.5	3.5
2017+		3.5	3.5

In addition to workload, and in line with the last year’s proposal, the budget submission includes provision for additional staff positions to deliver this work programme, in particular 2 PL staff in 2014. Out of these, one additional staff position for the coordination of the CE (PL3) can be abolished at the end of the three years.

Summary and conclusion

Following the strategic direction outlined in the independent evaluation strategy, OPEV’s 2014-2016 work programme will continue to emphasise thematic, sector and country evaluations, informed by project level validations and evaluations. A common analytical framework and terms of reference for the planned comprehensive evaluation of commitments and development results will ensure consistent design and allow for analysis at aggregate levels. A streamlined set of strategic evaluations at corporate, thematic, sector levels and country levels, aligned to the TYS, will be delivered. Country strategy evaluations (CSEs) which were at a level of one per year until 2012 will increase substantially in the 2014-2016 period.

To provide for the comprehensive evaluation commitments and results component OPEV, while taking into account human resource and budget constraints, OPEV has reprioritised and reprogrammed evaluations in order to have optimal synergy between the evaluations and optimal value for money.

The comprehensive evaluation will be a milestone for the Bank and for the independent evaluation department. It will not only have the possibility to assist the Bank to be in a better position to increase its effectiveness, but also its credibility and support from its stakeholders. **Furthermore, significant effort will continue to be made to strengthen the knowledge management, dissemination and outreach function in order to share the knowledge generated by evaluations and ensure that evaluation findings are used in operations, strategies and policies of the Bank.** Keeping with a client oriented focus - building evaluation capacity in the Bank and strengthening national evaluation systems in RMCs will also be emphasised.

1. Introduction

This document presents the rolling work programme proposal (2014-2016) for the Independent Evaluation Department (OPEV) of the African Development Bank (“the Bank” or AfDB). It outlines the activities OPEV will carry out during the coming three years. The 2014-2016 work programme follows the strategic direction outlined in the independent evaluation strategy 2013-2017 and builds on the 2013-2015 rolling work programme which was elaborated following intensive analysis of the past record and broad based consultations with stakeholders.

The paper begins with a retrospective review of the achievements of the 2013 work program. Next, it presents the 2014-2016 work programme activities and expected deliverables consistent with the strategy. Finally, it concludes with a summary and suggested agenda for the CODE review.

2. Highlights of 2013 Work Program

The independent evaluation strategy was formulated in 2012 and approved by the Board in 2013. The anticipated shift in direction provided by the new strategy was taken into consideration in the 2013-2015 rolling work program, not the least in terms of product mix and focus areas.

Box 1: Overview of changes to the work programme content and product mix in 2013 as compared to previous years.

To implement the new independent evaluation strategy the following changes to the work programme content and product mix were committed to already in the 2013 work program.

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

The 2013-2015 rolling work programme was initially presented to CODE as three scenarios: low, base and high case - with corresponding levels of outputs, and resources required. CODE approved a budget which corresponded to slightly less than the low case scenario.

In 2013, compared to previous years OPEV increased the number of thematic, sector, corporate and country strategy evaluations while decreasing the number of stand-alone project evaluations. At the same time, OPEV ensured greater synergies between project level work and high level evaluations through conducting project cluster evaluations which were strategically selected to feed into on-going high level evaluations. OPEV also stepped up its efforts in knowledge management, engagement with stakeholders within the Bank and in RMCs, and in ensuring quality and consistency in all its work.

Through the implementation of the 2013 work program, OPEV is strengthening staff capacities, improving the quality and impact of evaluations, and reinforcing the feedback loop into operations.

A management action record mechanism (MARM) was designed and presented to the Board in October. Together with other key departments such as ORQR and CIMM, OPEV has begun work on developing the necessary software for the mechanism. The development of an evaluation manual has been initiated and a scoping exercise is being undertaken. The manual will be finalised by mid-2014 and will provide critical guidance to staff, thus strengthening the quality of all evaluations and reducing inter-evaluator variability.

OPEV will present most of its 2013 evaluations to CODE in the latter half of 2013 and the first half of 2014. The year for each evaluation listed in OPEV's work programme is based on the year the evaluation is initiated – not the year it is delivered. It follows that most evaluations launched in 2012 are delivered (sent to CODE) in 2013, only freeing up staff time in the second half of the year to undertake the evaluations planned to be launched in 2013. This in turn leads to the 2013 evaluations being scheduled for delivery in 2014.

A major constraint OPEV is facing is filling its vacant positions in a timely manner; which in turn presents OPEV with the challenge of carrying out its planned work programme with fewer staff than anticipated.

Despite these challenges OPEV will deliver over and above its 2013 commitment. The department has integrated additional requests from senior management, the Board and key stakeholders into its original work program. These additional evaluations include two CSEs, a stocktaking exercise of public private partnerships (PPPs), as well as a thematic evaluation on Private Equity. The latter was planned for 2015 but was launched in 2013 due to demand from the Board and senior management.

Project level evaluations

While reducing the number of stand-alone project evaluations in 2013 and onwards, OPEV still conducts strategically selected project cluster evaluations as well as validations of Project Completion Reports (PCR) and Extended Supervision Reports (XSR). From a learning perspective project-level evaluative data are critical building blocks for evaluations that look at sectors, themes, and countries. For accountability, project-level assessment is also crucial. And in terms of supporting an evaluation culture, for operations staff the primary focus of this is at the project level.

Table 3: Project level evaluations – status of implementation of commitments for 2013 as outlined in 2013-2015 low case rolling work program.

Product	Low case 2013	Status October 1st 2013
PCR EN	50% stratified sample. No field verification	The preparation of 50 PCRENs (70% of PCRs completed at the Bank) will be launched in Q4. Six of the 50 PCRENs will involve field validations (i.e. roughly 10 % of cohort). 26 PCRENs and 10 XSRENs were delivered in early 2013.
XSR EN	75% representative sample	Delay: No XSR EN will be delivered due to lack of completed XSRs submitted.
PPERs private sector	2	Delay: The PPERs will be postponed to 2014 as the evaluation of ADOA system was accorded a higher priority. 1.
Project Clusters	2	On track: Launch of 2013 project clusters and delivery of 2 cluster evaluations from 2012 as planned. Two projects cluster on the Energy Sector and Food security have been launched in Q3 for delivery in 2014. Two project cluster evaluations (2012) to be delivered in Q4 – (i) road sustainability (covering 10 road projects) and (ii) regional integration (covering 4 multinational and international projects)

Sector, Thematic, Country and Corporate level evaluations

OPEV has endeavoured to accommodate high stakeholder demand for certain types of evaluations, notably for CSEs and private sector related evaluations, within the allocated resource envelope. In terms of sector, thematic, country and corporate evaluations OPEV is actually delivering above the scenario funded in 2013. The table below outlines the status of planned and additional high level evaluations for 2013.

Table 4: Sector, Thematic, Country and Corporate level evaluations – status of implementation of commitments for 2013 as outlined in 2013-2015 low case rolling work program

Product	Low case 2013	Status November 1 2013
Thematic & Sector	2	<p>On track/beyond commitment: 4 thematic and sector evaluations launched in 2013 as well as delivery of 7 evaluations launched in 2011 and 2012.</p> <p>Delivered: Independent Evaluation of Non-sovereign Operations, 2006-2011; Review of the Bank's Economic and Sector work; and Evaluation of the Bank's Integrated Water Resource Management.</p> <p>Delivery before end of year: Institutional Strengthening Projects in Governance; Quality at Entry of public sector operations; Transport Sector and Microfinance</p> <p>Launched in Q3/Q4: Bank's Assistance to SMEs (2013); Private Sector Equity (additional 2013– advanced from 2015); Public Private Partnerships (PPPs) (2013 additional)</p>
Corporate	3	<p>On track: Delivery of 2 evaluations launched in 2012 and 3 evaluations launched from 2013 WP (of which one delivered for management response before the end of the year).</p> <p>Delivered: Procurement 1st phase; and Trust Fund Management At The African Development Bank</p> <ul style="list-style-type: none"> • Delivery before end of year: ADOA. • Launched in Q3/Q4: Procurement 2nd phase; Quality at Entry of Country Strategies and Regional Integration Strategies
CSEs & RISEs	2	<p>On track/beyond commitments: 3 CSEs will be delivered for management response before the end of the year of which 2 are part of the 2013 WP commitments: Botswana (2013), Chad (2012) Kenya (2013). Madagascar (2013) will be delivered for management response early 2014.</p>

Table 5: Other evaluation products - status of implementation of commitments for 2013 as outlined in 2013-2015 low case rolling work program.

Product	Low case 2013	Status November 1 2013
Synthesis Evaluation	1	<p>Delayed: The planned synthesis evaluation on Private sector guarantees has been postponed because of:</p> <ul style="list-style-type: none"> • additional private sector evaluations undertaken in 2013 (see above); • delays in recruiting.
Annual Report	1	<p>Delayed/Postponed: With limited resources and the knowledge management division not fully staffed OPEV will postpone the publishing of an annual report to 2014.</p>

Backbone: quality, impact and engagement

The backbone of the 2013 work programme was **quality, impact and engagement**. To this end OPEV committed to ensuring **quality, impact, credibility, fulsome engagement, knowledge management and proactive dissemination of evaluative knowledge**. The following progress has been made to improve quality of evaluation processes, systems and products:

Table 6: Progress on commitments to improve quality of evaluation products, systems and processes

Commitment	Progress made by November 1
Developing an evaluation manual	Scoping exercise initiated, manual to be finalised in 2014. Delay in launching the process due to delay in task manager assigned joining OPEV.
Further developing, integrating and ensure adherence to quality standards	OPEV is participating in the ECG benchmarking exercise for Good Practice Standards for Public Sector Evaluations
Improving staff competencies through skills development, training, mentoring, and greater emphasis on team work within and across divisions	<p>Several initiatives have been carried out:</p> <ul style="list-style-type: none"> • Training in contribution analysis • Targeted trainings for individual staff members in evaluation, monitoring, microfinance, marketing communication, and administrative management. • The evaluation community of practice (E-COP) has brought together staff from across divisions in working groups to tackle specific issues encountered in their work. • Organizing regional and bank-wide events have also contributed to more cross-divisional work
Enhanced quality assurance by increasing the rigor of methods and improving access to relevant data in evaluations	A quality and methods expert joined OPEV as a secondee in September 2013 and will work closely with OPEV staff to strengthen this area.
Closer linkages with think tanks, universities and specialised networks	Continuous collaboration and exchange with the Evaluation Cooperation Group (ECG) and EvalPartners, capacity building and support to African Evaluation Association (AfrEA). OPEV will chair the ECG in 2014.

An important part of the Backbone is also to increase engagement with evaluation stakeholders and impact of evaluations. This is being implemented in 2013 through the following channels and activities:

Table 7: progress on commitments to increase engagement and impact of evaluations

Commitment	Progress made by November 1
Develop explicit processes for engagement with stakeholders at various stages of the evaluation cycle	Delay: Will be done within the evaluation manual (see above)
Development of the Management Action Record Mechanism (MARM) in collaboration with management	On track: Proposal presented to CODE on 29 th of October. Procurement of software solution to build IT platform to be launched in November. Manual pilot exercise on selected evaluations on-going.
Broad based consultation to guide the selection of evaluation topics	On track: Will be done systematically every 2 years. Most evaluations in 2014-2016 WP stem from 2013-2015 WP upon which broad consultations were held. Ad-hoc demands are taken into account and the work programme remains flexible and adaptable.
Departmental web site and an evaluative knowledge database	On track: The website was finalised in 2012 and is kept updated.
Making dissemination a mandatory part of the evaluation process	On track: Dissemination planning is undertaken for all evaluations. For all completed evaluations, a minimum number of evaluation products are produced: Pdf, e-book, and hard copies of reports; briefs, videos. These are systematically disseminated within and outside the Bank, through various means, and at major events. A personalization strategy is now in place which means at least one face-to-face event/evaluation is organised for primary audiences, and findings are also presented at key Bank events.
Embedding knowledge processes into evaluation processes	On track: a portfolio of knowledge management approaches (Communities of practice, lessons learned, field mission feedback sessions, conferences and events) have been adopted and are increasingly being used to leverage knowledge processes (development of new knowledge, preservation of new and existing knowledge; sharing of knowledge; and reuse of existing knowledge) during the evaluation process.
Systematic planning of outreach activities within the Bank and towards RMCs	On track: Several outreach and feedback events held and planned (see below)

Knowledge Management

Starting from the 2013 work program, and as outlined in the independent evaluation strategy, enhanced knowledge management has become part and parcel of OPEVs work program.

The following highlights with respect to knowledge management, in addition to the above mentioned progress, have been achieved as of November 1st 2013:

- OPEV has drafted a knowledge management strategy and prepared dissemination planning templates to ensure systematic dissemination.
- OPEV organised several meetings at headquarters with participation from across the Bank to discuss findings and recommendations of evaluations and seven Evaluation Communities of Practice (ECoP) meetings to discuss key evaluation issues. Two more face-to-face ECoP meetings will be organised by end 2013.
- A regional learning event was held in South Africa in cooperation with SARC and ORQR; a feedback event was held in Chad; an event on water and sanitation is planned in Morocco as well as another regional event in Senegal.
- Videos of evaluation task managers sharing key messages from evaluations are available on social media, the new Bank Evaluation website and EADI's e-learning platform.
- OPEV has published four evaluation matters (Quarterly magazine) on key topics². By end 2013, OPEV will also publish a special issue of eVALUation matters, based on its successful regional learning event in South Africa.
- OPEV has also further strengthened the capacity of member countries through more active engagement with the African Evaluation Association (AfrEA), the Network of Voluntary Organization of Professional Evaluators (VOPE), the OECD/DAC Evaluation capacity Development Group and the CLEAR Initiative. OPEV hosted the CLEAR global forum in February with international participation.
- OPEV has launched an online ECoP email group (175 members), through which it regularly shares evaluation-related information. It also collaborated with EADI to create an online space for the ECoP on the Bank's e-learning platform.
- During 2013, OPEV stepped up dissemination efforts, placing its reports in strategic locations in Bank buildings; expanding its distribution list; and systematically distributing evaluation reports at several Bank events, including the Annual Meetings, the gender forum, the ADF meetings, during staff inductions, and more.

Capacity Development – Strengthen National Evaluation systems

In 2013 OPEV received funding from a Finnish Trust Fund to support Tanzania and Ethiopia through a pilot project on strengthening national evaluation systems. Scoping missions have been carried out during 2013 and the original proposal has been adapted to fit the on-going activities on the ground and specific requests from the two RMCs. The focus of the first phase of the support will be on strengthening of skills for planning, managing and implementing complex evaluation progress. First disbursement is expected in Q1 2014.

² : Knowledge management, Voices from the Continent on Evaluation, and a special issue from our 2012 Evaluation week. The fourth issues on Strengthening National Evaluation Systems will be out in October 2013.

Key performance Indicators 2013

OPEV is making good progress on meeting its KPIs for 2013 albeit with some delays. However, some of the KPIs cannot be reported on at this stage as data required is not yet available. A full monitoring framework will be put in place during 2014 as part of monitoring the implementation of the independent evaluation strategy. OPEV will identify its future KPIs using a selection of the indicators from the results monitoring framework. The whole framework will be reported on three times: once to establish a baseline (2013), a report by mid-term (2015/16) and a final review at the end of the strategy period (2017).

A detailed overview of the status of OPEV's 2013 KPIs is found in annex 1.

3. Content of the Work Programme 2014-2016

The 2014-2016 rolling work programme and budget will **continue to implement the independent evaluation strategy** and further strive to enhance OPEV's strategic alignment with the Bank's priorities and respond to the demands of OPEV's main stakeholders.

The following broad directions of the work programme as outlined in 2013-2015 will therefore continue in 2014-2016:

- **Emphasis on country & regional, thematic/sector and corporate evaluations and fewer stand-alone project evaluations** – this will continue to mean a high number of CSEs and RISEs, thematic/sector and corporate evaluations. Within each product line OPEV has selected topics that are aligned to the Bank's strategic objectives and focus areas. Overall, OPEV's evaluations will assist the Bank in working closer with clients, in knowledge generation and provide evidence based lessons and recommendations on how to achieve the strategic objectives and improve development effectiveness.
- **A strong knowledge management, dissemination and outreach function** to share the knowledge generated by evaluations and ensure that evaluation findings are used in operations, strategies and policies of the Bank. This will contribute to the Bank becoming a knowledge broker and support the Bank in managing its operations efficiently.
- **Strengthening evaluation systems, capacity and evaluation culture in the Bank and within the region.** Through this and work carried out to improve self-evaluation within the Bank OPEV will contribute to managing for development results.

Following the independent evaluation strategy, OPEV's work programme 2014-2016 builds **on three strategic objectives: learning, accountability, and promoting an evaluation culture.** All of OPEV's outputs contribute to a varying degree to each of these strategic objectives. The 2014-2016 work programme is also aligned to the key priorities of the TYS. It is further divided into two broad focus areas:

1. **Backbone:** this includes methodological and quality assurance as well as knowledge management, dissemination and outreach. The backbone also comprises the Partnerships and Capacity Building component which means engaging with partners in RMCs, in the international evaluation community as well as with stakeholders in the Bank.
2. **Evaluation Products:** project level evaluations, sector, thematic and corporate evaluations.

In addition, the CODE requested OPEV to consider the delivery of a comprehensive evaluation of the Bank Group, focusing on two separate key questions, the implementation of commitments made as part of ADF and GCI negotiations, and the achievement of development results.

This paragraph further details the objectives and scope for the comprehensive evaluation then presents evaluation products, backbone work, and finally resources requirements.

Comprehensive evaluation

There is no accepted definition of a comprehensive evaluation. The “Comprehensive Evaluation Platform for Knowledge Exchange” is using a working definition: “An evaluation that assesses overall performance, efficiency and effectiveness of an entire organization, fund or corporation.” However, any comprehensive evaluation will be a major undertaking and thus needs to be carefully configured to maximise its usefulness to the Bank at the time it is conducted and delivered. Besides, key factors which influence the success of comprehensive evaluations have emerged from experience and relate to three crucial cornerstones of success: usefulness, realism and the credibility of the process.

Starting from these premises, OPEV has been requested by CODE to explore options for conducting a comprehensive evaluation of the African Development Bank. In an exploratory note to CODE OPEV presented possible options for a comprehensive evaluation in terms of scope, focus and timing. The option selected propose two different evaluation products: (i) Review of implementation of commitments to be completed by mid-2015; and (ii) Full results evaluation by the end of 2016.

Initial scope and approach for the review of implementation of commitments

The review of commitments needs to go beyond a simple independent validation or “tick box” exercise. However, it also needs to be realistic in terms of timeframe available both for the Bank to implement and for OPEV to observe the results of that implementation, as well as feasible given limited resources.

The following list of overarching evaluation questions will be addressed:

1. Was the commitment relevant? (i.e. has it been useful in addressing the issue it originally sought to address?)
2. Was the commitment implemented?
3. Was the commitment implemented in a timely manner?
4. Was the commitment implemented effectively?

Given constraints on the timeframe and resources, the evaluation will not examine the impact of the commitments, in terms of the results the Bank is achieving in the field. However, for those commitments which have been implemented key aspects of effectiveness will be examined.

The evaluation should cover both ADF and GCI commitments. There is some overlap between the commitments both in terms of timing and substance. Covering both sets of commitments will also help to ensure that the evaluation is relevant and useful to the Bank as a whole. The evaluation will also need to differentiate between those commitments where the Bank has had time to implement and those where it is too soon to assess results. In the case of commitments associated with ADF 13, which were only agreed in 2013, a lighter touch would be necessary.

Although whether each commitment was implemented will be validated on an individual basis, the more substantive assessment - looking at the effectiveness - will be done on a thematic basis. Four overall themes can be identified to frame the evaluation:

- **Strategic and Operational Focus:** This includes all the commitments relating to agreeing new policies and strategies for various sectors and themes.
- **Managing for Development Results:** This includes commitments related to establishing a results measurement framework in the Bank, quality at entry and safeguards.
- **Delivery capacity and institutional effectiveness:** This includes commitments relating to decentralization, human resources, efficiency and processes.
- **Financial and risk management and resource allocation:** This includes commitments focused on risk, audit, procurement, loan repayment conditions etc.

As the approach paper for this evaluation is developed, an evaluation matrix will be used to breakdown evaluation questions into sub-criteria, and make clear what evidence will be required to make an informed assessment on each. Also it will be crucial to establish sub-themes under the four main categories. The evaluation will frame questions to assess implementation and effectiveness against each of these four themes.

Initial scope and approach for the results evaluation

The comprehensive evaluation on results will seek to provide an overview of results achieved by the Bank in the continent. The main question to address is whether the Bank is achieving desired results. Crucially, it would also address the question “if so why/if not why not?” The evaluation would seek to address all of the main evaluation criteria: relevance, efficiency, effectiveness, impact and sustainability, but with a focus on relevance, achievement of objectives and results/ impact.

To provide useful lessons the key results areas examined will be linked to the main pillars of Bank’s results measurement framework, which in turn is designed to reflect the Bank’s new strategy. The pillars identified are infrastructure development, regional integration, private sector development, skills and technology, and governance and accountability. Each of these pillars is expected to contribute to the overarching objectives of inclusive and green growth.

There are a number of ways in which such an evaluation could be conducted, but it would need to involve component parts. The proposed approach is to use mainly country assistance evaluations as key building blocks for CE. The country is the relevant unit of analysis of the results of development assistance. There is need for a critical mass of country assistance evaluations – about 15 CAEs- which thus become a key step to produce a comprehensive development results report. Key sector and thematic evaluations will complement CAEs to bring on additional light on overall sector or cross-cutting results.

Implications for the 2014-2016 work programme and budget

The comprehensive evaluation is anticipated to be launched in early 2014, with a first report scheduled mid-2015 and the second report delivered in 2016. Additional resources are needed to conduct a genuinely comprehensive evaluation, but OPEV has sought to embed the comprehensive evaluation as far as possible in broader work programme presented in this document, in order to achieve best possible value for money from synergies between the regular work programme and the comprehensive evaluation

and efficient use of resources including avoiding duplication on topics while as well as balancing the work load of the existing staff in OPEV.

This has an impact on the number of evaluations proposed as well as topics covered, especially for 2014 and 2015. Taking the low case 2013-2015 work programme as baseline, the overall impact is as follows:

- No previously agreed evaluation is cancelled but priorities are revised to push forward to 2014 and 2015 those which contribute to the two products part of the comprehensive evaluation. In doing so, attention is given to the delivery capacity but also to the need to generate savings compensating as possible additional work required. Reprioritization is subject to CODE's approval and all items pushed back will remain in OPEV's pipeline for later programming.
- The number of country and regional strategy evaluations should increase to ensure appropriate coverage to about 15 evaluations to be conducted in 2014 and 2015. The composition of the countries and regions will be confirmed once the comprehensive evaluation approach is clear.
- The number of sector and thematic evaluations should decrease at least for 2014 and 2015 to generate savings and take into account the capacity of OPEV.
- Corporate evaluations in the work programme will be refocused to contribute to the review of commitments in 2014 to create synergies.

This is summarised in the table below.

Table 8: Overview of the 2014-2016 work programme compared to low case 2013-2015 as baseline

	Sector and Thematic	Corporate	CSEs/RISE
Low case 2013	2	3	2
Delivered in 2013	Independent Evaluation of Non-sovereign Operations, 2006-2011, (additional) Review of the Bank's Economic and Sector work Evaluation of the Bank's Integrated Water Resource Management Institutional Strengthening Projects (ISP) in Governance Transport Sector	Quality at Entry of public sector operations Procurement 1 st phase Trust Fund Management ADOA	Botswana Chad Kenya
On-going in 2013	Microfinance Bank's Assistance to SMEs Private Sector Equity (additional— moved from 2015) PPPs 1 st phase (additional)	Procurement 2 nd phase Quality at Entry of CSP / RSP (additional)	Madagascar
Low case 2014-2015	6	4	5
New plan 2014-2015	2	5	15
	Synergy: 1 Addition: 1 Savings: 5	Synergy: 4 Addition: 1	Synergy: 5 Addition: 10
Prioritised 2014-2015	Energy	Four components for the commitments review:	15 CSE / RISE in 2014-2015

(synergy with CE)	Water and sanitation (additional)	<ul style="list-style-type: none"> - Strategic and Operational Focus - Managing for Development Results - Delivery capacity and institutional effectiveness - Financial and risk management and resource allocation Synthesis report commitments	
New plan 2016	4	1	4
2016	PPP 2 nd phase ESW 2nd phase Inclusive growth Bank's assistance to food security	Synthesis report results	4 CSE / RISE
Deprioritised / pipeline	Gender Transition to green growth Bank's capacity development strategy implementation Bank's assistance within natural resources, mining and gas Impact of private sector operations on employment, fiscal revenues, environmental and social standards Bank's assistance to Private sector development PBO 2 nd phase	Trust Funds 2 nd Phase Budget Management Systems Bank's ICT services Bank's knowledge management strategy, systems & products Evaluation of African water facility	

Evaluation Products

Project level evaluations

PCRs and XSRs

OPEV will undertake 50 PCREN in 2014, followed by 30 in 2015 and 2016. 25 XSREN will also be part of the work programme each year. As the quality of self-evaluation increases OPEV will carry out fewer PCR-ENs and can redirect some of its resources elsewhere. The assumption is that the quality of PCRs would have been raised to 90% by 2015 and that the disconnect between OPEV's independent assessment and management's self-assessment will decrease to less than 10%. This will be monitored as part of OPEV's monitoring framework for the independent evaluation strategy. Both the number of XSRs and PCRENs are subject to the number of completion reports submitted to OPEV.

OPEV will start conducting a small number of field based PCR ENs in 2015 and is planning to gradually increase the field based validations to at least 50% of the cohort. Furthermore, OPEV intends to post the PCREN on its web page. This will increase credibility and transparency to our review and validation process.

Cluster evaluations

As a general principle, clusters evaluation will be undertaken whenever they contribute to a broader sector or thematic evaluation and/or the results component of the comprehensive

evaluation. They may constitute stand-alone products as relevant. OPEV will undertake one cluster evaluation for energy projects that will inform the planned Energy sector evaluation. Additional cluster evaluations may focus on water and sanitation and governance in 2015. As priority needs to be given to country evaluations in 2014 and 2015 due to the comprehensive evaluation, the number of cluster evaluations will be reduced to generate savings in 2014 and 2015.

In addition, OPEV will also undertake in 2014 two joint evaluations within the capacity building component of strengthening national evaluation systems in Tanzania and Ethiopia. The specific product will be defined in consultation with the respective governments.

Impact Evaluations

The 2014-2016 work programme will introduce Impact Evaluations which has long been a demand from CODE members and key stakeholders. OPEV will in collaboration with operational departments start the process of 1-2 impact evaluations for selected operations over the period. These Impact Evaluations will be carried out in cooperation with other international organizations with expertise within this field. Impact Evaluation is seen not only as a method to be used for undertaking specific evaluations but equally as a tool for learning and promoting an evaluation culture within the Bank, including its Regional Resource Centres (RRCs) and Field Offices (FOs) as well as in Regional Member Countries (RMCs). The impact evaluations will also provide useful inputs to the development results component of the comprehensive evaluation as case studies.

Country Strategy Evaluations

The delivery of a comprehensive evaluation product focused on results in 2016 will require substantive efforts to be devoted to this type of evaluation. This comes in addition to a high number of evaluations of Country Strategy papers (CSPs) and Regional Integration Strategy Papers (RISPs) expiring in the period of 2014-2106 as timely evaluation can inform the next strategy cycle. Candidate countries for CSEs are selected using criteria of timeliness, weight in the portfolio, but also coverage of all country types (fragile states, Low income countries, middle income countries). Given these evaluations also constitute important building blocks for a comprehensive evaluation focusing on results, the exact composition of countries and regions covered by CSEs and RISEs will confirmed once the scope and methodology for the comprehensive evaluation are clear (early 2014). The list provided in annex 2 is therefore tentative. But this is certainly an area of work where additional work compared to initial plans presented as part of the 2013-2015 work programme is needed, to cover approximately 15 countries / regions over 2014-2015.

Sector, Thematic and Corporate Evaluations

For the sector and thematic evaluations, priority is given to evaluations that are building blocks for the comprehensive evaluation in complement the country strategy evaluations. On-going evaluations will move forward as planned. These include in particular three on-going private sector related evaluations to be delivered in 2014: PPP phase 1, Private Equity, SMEs.

OPEV will conduct over the course of the 2014-2016 work programme:

- Key result sectors and thematic evaluations that provide building blocks for the CE. The evaluation on energy has been prioritised in 2014 and an evaluation on water and sanitation added in 2015 to complete coverage of infrastructure work together with transport delivered in 2013.
- Four thematic evaluations will be conducted in 2016, coming back to steady basis.

The thematic evaluations that are part of the approved 2013-2015 work programme but do not appear in the 2014-2016 work programme are gender integration in operations, mainstreaming governance, and PPP phase 2. Additional evaluations identified in the course of 2013 also remain in the pipeline. Relevant questions pertaining to the themes for which a full-fledged thematic evaluation cannot be undertaken in 2014-2016 can still be taken up in the design of the comprehensive evaluation results component. The elimination of these evaluations as standalone evaluations constitutes a saving for the programme budget.

The corporate evaluations for 2014 and 2015 have been reprogrammed to provide the required building blocks for the comprehensive evaluation component on commitments. These will all be conducted in 2014 to allow for a synthesis analysis and report to be completed in 2015. This is an area where full synergy exists with the comprehensive evaluation as planned evaluations will serve as components for the comprehensive evaluation. Additional synthesis work will however be required to deliver the evaluation product focusing on commitments in 2015.

Finally, **the comprehensive evaluation – development results synthesis report** is the main corporate evaluation to be completed in 2016. The development of a common analytical framework is a prerequisite to being able to produce this synthesis efficiently and will be delivered in early 2014.

Overall, the wide variety of products and evaluation topics covered by the work programme 2014-2016 are all aligned to the TYS and touch on all levels of the results measurement framework. Annex 2 provides an overview of evaluations to be conducted and completed in the 2014-2016 period.

Backbone

Knowledge Management, dissemination and outreach

In order to ensure the use of evaluation knowledge, the knowledge management, dissemination and outreach activities are an important focus of the 2014-2016 work programme (featured within the backbone). Many of the other backbone activities (e.g. developing a follow-up system for evaluation recommendations and quality assurance issues) were launched in 2013 but will continue to be developed in 2014.

Under the knowledge management, dissemination and outreach umbrella, the department will, among other things:

- **Organise 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. This will in addition to evaluation level events also include Evaluation Week, events at the Annual Meetings and at the African Economic Conference.
- **Continuing strengthening the Evaluation Community of Practice (ECoP)**, and completing the incorporation of its online presence.
- **Continue publishing the knowledge magazine eVALUation Matters** a quarterly knowledge publication.
- **Continue identifying and developing innovative knowledge products emanating from its evaluations including videos and internet based knowledge sharing (webinars).**
- **Put in place a robust knowledge sharing infrastructure** (fully independent website, intranet 2.0, social media, SharePoint) and clearly defined communications and knowledge sharing processes to ensure effective management and sharing of evaluation knowledge.

OPEV has been elected to chair the Evaluation Cooperation Group in 2014. In this context, OPEV will organise two face to face meetings. This chair position will, in addition to delivering a large scale

comprehensive evaluation, further strengthen the credibility of OPEV as an influential independent evaluation department in international finance institutions.

Partnerships and Capacity building

Partnerships and Capacity building are priorities for OPEV, in line with the Bank's objective to work closer with clients, become a knowledge broker and improve its' results focus. Under the Partnership and Capacity building focus area OPEV will continue to work with and support regional member countries, evaluation institutions and organizations in Africa. In 2014, OPEV will host the ECG annual meetings and in connection with this sponsor a number of RMC's evaluators' writing papers in order to assist in building their capacity. OPEV will continue to provide support to AfrEA, and has committed to lead/co- lead on 3 strands during its 7th Annual Conference in March 2014.³

The strengthening of evaluation systems in RMCs (2 pilot countries – Ethiopia and Tanzania), supported by a donor trust fund will continue its implementation in 2014. OPEV will take stock of this pilot phase at the end of the year and decide whether to continue the initiative in this form. It is expected that Finland will provide additional resource to this trust fund during 2014-2016. This will enable OPEV to enlarge the scope and reach of the pilots by possibly including more countries or increase the level of support already planned in the two original pilot countries.

A summary of overall expected outputs in 2014-2016, subject to possible changes due to realigning work programme to ensure efficiency in delivering the comprehensive evaluation, can be found in annex 3.

4. Resource requirements

The workload budget⁴ envelope required to deliver on the 2014-2016 work programme amounts to 10.9 million UA. This amount would enable OPEV to deliver of a total of 19 country and regional strategies evaluations, 12 high level evaluation products, and 20 knowledge management and learning events during 2014-2016, among others, in addition to the two broader products related to the comprehensive evaluation.

³ The three strands consists of Knowledge Management and Evaluation Dissemination; Linking Evaluation with Policy Makers; Gender and equity-focused evaluation.

⁴ The workload budget includes costs for consultancy and staff missions only, it does not include staff costs in terms of salaries and allowances, or overhead.

Table 9: Overview of the budget proposal 2014-2016 (UA million)

	2014	2015	2016
Backbone and other	1.0	0.9	0.9
PCRs (including sample by field visit and synthesis)	0.1	0.1	0.1
XSRs (including synthesis)	0.1	0.1	0.1
Project clusters	0.1	0.1	0.2
Impact evaluation	0.2	0	0
Evaluation synthesis	0.1	0.2	0.2
Thematic	0.3	0.3	1.0
Corporate	0.5	0.1	0.1
CSE/RISE	1.4	1.6	0.8
Comprehensive evaluation common framework and other analysis	0.1	0.1	0.1
Total	3.9	3.5	3.5

The increase in workload budget is due to the objective of delivery of the comprehensive evaluations on commitments and development results, in addition to chairing the ECG and further implementing the 2013-2017 strategy, especially with respect to reinforcing an evaluation culture in the Bank. A large part of the increase in budget request (UA 0.8 million) is frontloaded in 2014 as most of the work on building blocks required for both the results and commitments products of the comprehensive are concentrated that year. The increase in budget request is lower (UA 0.4 million) in 2015 but still high as the coverage of countries for the evaluation product on results has to be completed before 2016. As shown in the table below, the 2014 and 2015 budget estimates include savings generated from reprioritization for more than UA 1 million.

Table 10: Total workload budget estimates 2014-2016 (UA million)

	2014	2015	2016
Budget proposal without savings	4.6	4	3.5
Of which backbone	1	0.9	0.9
Budget proposal including savings	3.9	3.5	3.5
Of which backbone	1	0.9	0.9
Total savings	0.7	0.5	0

Human Resources

Current status

In 2013, OPEV has 37 staff positions—the Director, 24 professionals (PL), and 13 support staff (GS). No young professional was transferred to OPEV this year but one is expected in 2014. Of the 24 professional positions in OPEV three are vacant. For GS staff the vacancy rate is 2 out of 13 current positions.

The staff strength at current is roughly gender balanced overall, with fifteen women and eighteen men. Nine out of twenty professional staff in OPEV are women (42%). It should be noted that OPEV is exceeding the Bank target of 33% of professional positions being held by women and is doing better than the Bank average - which in 2012 was 28% (ADER 2013).

At the beginning of 2013, OPEV had nine vacant PL positions and three vacant GS positions. **OPEV has filled the majority of these vacant positions and are working closely with CHRM to fill the remaining two PL 6 positions as well as the manager (PL2) position for the newly created third division.** Given the imminent move to Abidjan OPEV will, as advised by COPB use STS to fill the GS vacant positions until further notice.

Additional Staffing requirements

OPEV estimates that seven new PL staff over the coming three years will be required for OPEV to continue on the course set out to implement the 2013-2017 independent evaluation strategy and its rolling work program.

Table 11: OPEV staffing requirements for 2014-2016

Staff requirements to implement OPEVs three year rolling work program			
Function	2014	2015	2016
Coordination and methods. Methodology and Quality, Supporting Evaluation Culture (OPEV0)	1 PL 3 ⁵	1 PL 6	1 PL4
Knowledge Management, Dissemination and Outreach (OPEV3)		1 PL 3	
Country Strategy Evaluations (OPEV2)	1 PL 5	1 PL4	1 PL4
Total per year	1 PL 3 1 PL 5	1 PL 3 1 PL 4 1 PL 5-6	2 PL4
Total for the whole period	7 PL staff in the following grades: 2PL3, 3PL4 and 2xPL5-6		

OPEV will strive to be at the forefront when it comes to evaluation methods, tools, and overall quality assurance of its evaluation to further strengthen OPEV’s credibility and usefulness. This means that the focus on methods, methodology and quality will need to be strengthened within the department. OPEV will progressively include Impact Evaluations (IEs) in the work programme which falls under this area as these are important tools for learning and promoting a culture of evaluation. To strengthen OPEV’s capacity to provide useful and strategic, high quality evaluations 3 new positions are requested. Out of these, one staff position will also serve for the coordination of the CE (PL3) and could be abolished at the end of the three years when the evaluation is completed and methods further institutionalised.

As OPEV is stepping up its knowledge management, dissemination and outreach programme – in line with the Bank’s quest to become a knowledge Bank, it also means scaling up in terms of staffing and financial resources. An additional 1 PL3 in 2015 is required to deliver on this commitment. OPEV is continuing the process of identifying new approaches to knowledge management and dissemination aimed at strengthening its continuous engagement with management, facilitating the identification and dissemination of lessons, reaching out to Regional Member Countries (RMCs) and increasing visibility of its findings to a broad range of stakeholders. This will require the department to consider use of new technologies, diversifying its channels and forms of communication and continue the development and implementation of specific tools such as the Management action record mechanism (MARM).

More staff are necessary to take on the increased workload from the scaling up of CSEs/RISEs. Four CSEs were carried out in 2013 and 5 are planned yearly for 2014-2016. Two additional senior level staff is needed to independently carry out this work (i.e. without supervision from other than manager) is required in 2015 and 2016. A PL5 is also suitable to support the team already in 2014.

⁵ This position will also coordinate the comprehensive evaluation

Efficiency improvement and cost savings

The work programme makes considerable efforts to increase the efficiency in the use of resources, including more in-house work (portfolio reviews are now undertaken by junior evaluators) and synergies between project evaluations and high level evaluations (e.g. introduction of cluster evaluations). OPEV is also planning to invest in training for staff to enable much of future layout, formatting and editing needs to be met in-house.

Also, as a matter of enhancing evaluation capacity and engagement within RMCs, OPEV will include more local evaluation consultants and will strive to engage with national evaluation communities and networks as well as with regional centres for evaluation. This reduces some of OPEV's costs for consultants as local consultants require less travel costs and generally charge lower fees than international consultants.

In order to improve efficiency and transparency in its operations, OPEV is examining its processes and procedures for its evaluation products, identifying bottlenecks and introducing measures to address these such as streamlined processing schedules and clearer guidelines. This will be implemented through the evaluation manual scheduled to be delivered in 2014.

Finally and as explained throughout the document, OPEV has reprioritised several products to identify savings while embedding the comprehensive evaluation into its work programme.

Summary

Following the strategic direction set out in the new independent evaluation strategy, OPEV's 2014-2016 work programme will continue to place emphasis on thematic, country and sector evaluations, informed by project level validations and evaluation. A common framework and terms of reference for the planned comprehensive evaluation on commitments and development results will ensure consistent design to allow for analysis at aggregate levels. This means delivering a streamlined set of strategic evaluations at corporate, thematic, sector levels and country levels, aligned to the TYS. Country strategy evaluations (CSEs) which were at a level of one per year until 2012 will increase substantially in the 2014-2016 period.

To provide for the comprehensive evaluation commitments and results component OPEV, while taking into account human resource and budget constraints, OPEV has reprioritised and reprogrammed evaluations in order to have optimal synergy between evaluations and optimal value for money.

The comprehensive evaluation will be a milestone for the Bank and for the independent evaluation department. It will not only have the possibility to assist the Bank to be in a better position to increase its effectiveness, but also its credibility and support from its stakeholders. If appropriately timed, a comprehensive evaluation can also be a useful tool to inform important decision making processes and organizational changes.

Furthermore, significant effort will continue to be made to strengthen the knowledge management, dissemination and outreach function in order to share the knowledge generated by evaluations and ensure that evaluation findings are used in operations, strategies and policies of the Bank. Keeping with a client oriented focus - building evaluation capacity in the Bank and strengthening national evaluation systems in RMCs will also be emphasised.

Risks

Delivering the comprehensive evaluation is a challenge. It is a massive undertaking that will require converging efforts throughout the whole department. It requires a significant increase in the delivery in 2014 and 2015, to be timely and therefore bring value to the organization. This will happen at a time when the institution will itself go through a massive adjustment with the return to Abidjan. The table below presents the initial risk assessment that comes with this proposed work programme together with mitigation measures.

Table 12: Risk analysis for the 2014-2016 work programme

Type	Risk	Level	Mitigation
Operational	The move to Abidjan creates signification disruption that puts at risk the delivery of building blocks and of the comprehensive evaluation	High	Extensive use will be made of consultants for delivery in 2014 and 2015. Budget estimates for building blocks have been revised accordingly. Further adaptations to the 2016 work programme may be proposed down the road to attenuate risk of delays
Political	The outcome of the comprehensive evaluation does not create value as envisaged due to lack of commitment of all stakeholders	Medium	As a common analysis framework will be designed for building blocks, it will be possible to code results as building blocks are completed and brief main stakeholders about emerging findings and trends, through specific communication organised the comprehensive evaluation
Operational	The budget for delivering the comprehensive evaluation is limited	Medium	The scope of the comprehensive evaluation will be stabilised early 2014 through an approach paper. It will be adapted to available budget, with the option of cancelling the comprehensive evaluation if not feasible with relevant quality.

Recommendations

This proposed work programme will demonstrate the role that the independent evaluation function is playing in supporting the development effectiveness of the Bank. This will be enhanced by the delivery of a ground breaking synthesis comprehensive evaluation focusing on development results in 2016. Increased knowledge management, dissemination and outreach will support the use of evaluations by operations and increase the visibility of the Bank's effectiveness. Strengthening evaluations systems in RMCs, promoting an evaluation culture and increase self-evaluation capacity in the Bank and RMCs is crucial for achieving, measuring and reporting results in a robust and credible way.

CODE is hereby invited to consider the following recommendations for approval by the Boards of Directors:

- Approve the proposed OPEV Three-Year Work Programme for 2014-2016
- Approve the workload budget of UA 3.9 million proposed for OPEV in FY 2014, including confirmation of the creation of one PL5-6 position and one PL3 position.

Annex 1: OPEV 2013 Key Performance Indicators

Indicator	Target	Implem. Rate	Outcome to measure	Source	Remark / Comment
Accountability and learning: Proportion of OPEV recommendations accepted and implementation underway	86%	A) 89% of recommendations fully agreed	Proportion of recommendations in the evaluation reports which go to CODE that are (a) accepted and (b) for which there is evidence that implementation has begun	OPEV; MARM	MARM not implemented and thus only a number of recommendations accepted can be reported on. As of October: Total number:71 Disagreed: 1 Partially Agreed:9 Fully Agreed: 61
Learning and evaluation culture: Reduction in disconnect between assessments made in self-evaluation and independent evaluation	Downward trend	Sampling of PCRs is underway. OPEV will review a random sampling of 70% of PCRs out of which 10% will be field based.	The difference (%) in scores from self-evaluations (PCRs) and independent evaluations (PCEN)	OPEV report on PCR/XSR validations	Downward trend should be observed at end of 2013 compared to the previous year. This shift is likely to be gradual and take place over the medium term.in 2011, the disconnect rate is 27%,
Delivery of products: Proportion of agreed annual work programme delivered	80%	71% of evaluations scheduled to be delivered in 2013 were submitted to CODE by end 2013	% of products committed to in agreed annual work programme that are delivered to CODE by year end	OPEV annual report and CODE records	14 evaluations were scheduled to be delivered in 2013 as part of 2012 and 2013 work program. Of these 10 were delivered in 2013 as planned. 5 are delayed and will be delivered to CODE in early 2014.
Working with RMCs: Initiation of pilot projects to support RMC Capacity	2	Ongoing. Delay due to realities on the ground and need to reshape the pilot accordingly. Scoping missions undertaken and pilot expected to be operational at the end of the year. First disbursements expected in Q1 2014	The number of pilot projects are signed and operational by the year end	OPEV annual report	This work is dependent on receiving both internal and external financial resources.

Annex 2 : Overview of Evaluations 2014-2016⁶

Project cluster evaluations		
2014	2015	2016
Higher priority: contribution to comprehensive evaluation, commitment, strategic value		
Energy projects cluster	Water & sanitation projects cluster	TBD
Lower priority (potential savings)		
	Trade finance cluster	
	Partial guarantee projects cluster	
	Natural resources, mining and gas Projects Clusters	

Country/Regional Integration Strategy Evaluations (CSE/RISE) ⁷		
2014	2015	2016
<i>On-going from 2013: Madagascar</i>		
Higher priority: contribution to comprehensive evaluation, commitment, strategic value		
Tanzania	DRC	Burkina Faso
Ethiopia	Ivory Coast	Rwanda
Uganda	Mali	Burundi
Mozambique	Morocco	RI South
Kenya (add. results component)	South Africa	RI Centre
Egypt	Zambia	
Niger		
RI East		
RI West		

⁶ PCR ENs, XSRENs, synthesis of PCR ENs/XSRsEN and Impact evaluations (topics to be decided) are reflected in the output table in Annex 3

⁷ This list is indicative and is based on the following criteria: timeliness with respect to CSP cycle, weight in portfolio segmented by type of country (FS, LIC, MIC) and as possible increasing coverage of countries by evaluation. The final list will be confirmed when the comprehensive evaluation scope and methodology are clear. The starting working assumption is that 15 evaluations are needed in 2014-2015 for a relevant coverage for the comprehensive evaluation.

Sector & thematic evaluations		
2014	2015	2016
<i>On-going from 2013: SMEs, Microfinance, Private equity, PPPs 1st phase</i>		
Higher priority: contribution to comprehensive evaluation, commitment, strategic value		
Energy sector	Water and sanitation (additional)	Bank's assistance to food security
		Inclusive growth
		ESW 2 nd phase
		PPP 2 nd phase
Lower priority (potential savings)		
Impact of Bank interventions in gender OR Baseline evaluation for gender strategy	Private sector guarantees	Transition to green growth
Bank's capacity development strategy implementation	Natural resources and mining	Impact of private sector operations on employment, fiscal revenues, environmental and social standards
	PBO 2 nd phase	Trade Finance
		Bank's assistance to private sector development

Corporate evaluations		
2014	2015	2016
<i>On-going from 2013: Procurement second phase, CSP quality at entry</i>		
Higher priority: contribution to comprehensive evaluation, commitment, strategic value		
Implementation of GCI and ADF commitments (4 main components mainly conducted during 2014)	Implementation of GCI and ADF commitments (final synthesis delivered in 2015)	Comprehensive evaluation on development results
Lower priority (potential savings)		
	Evaluation of African water facility	Bank's knowledge management strategy, systems & products
	Trust Funds 2nd phase	Bank's ICT services

*: will not constitute evaluation products but will serve as components of the comprehensive evaluation product focusing on commitments, possibly with adaptations

Synthesis evaluations		
2014	2015	2016
Higher priority: contribution to comprehensive evaluation, commitment, strategic value		
Lower priority (potential savings)		
Capacity strengthening in infrastructure	Evaluation synthesis on guarantees	
Green growth/Green economy	Knowledge management strategies & systems	

Other evaluations and reports		
2014	2015	2016
Approach for the comprehensive evaluation⁸		
Ethiopia evaluation product (CD)		
Tanzania evaluation product (CD)		
Annual evaluation report	Annual evaluation report	Annual evaluation report
Annual report on follow-up of recommendations	Annual report on follow-up of recommendations	Annual report on follow-up of recommendations

⁸ Including common analytical framework for all building blocks, governance arrangements, etc..

Annex 3: Alignment to the TYS

Sector, Thematic, Synthesis and Cluster Evaluations

Evaluation topic	Strategic Objective	Operational Priority or Area of Special Emphasis
Bank Assistance to Private Sector Development	Inclusive Growth	Private Sector Development
Bank's assistance to food security	Inclusive Growth/Green Growth	Agriculture and Food Security
Capacity Strengthening in Infrastructure Energy Sector	Inclusive Growth	Infrastructure Development Skills and Technology
	Green Growth Inclusive Growth	Infrastructure Development
Gender Evaluation	Inclusive Growth	Gender
Impact of private sector operations on employment, fiscal revenues, E&S	Inclusive Growth	Private Sector Development
Inclusive Growth	Inclusive Growth	Private Sector Development Skills and technology
Partial guarantees	Inclusive Growth	Private Sector Development
Policy Based Operations 2nd phase	Inclusive Growth	Governance and Accountability
Private Public Partnerships (PPPs)	Inclusive Growth	Private Sector Development Governance and Accountability
Trade Finance	Inclusive Growth	Private Sector Development
Transitioning to Green Growth	Green Growth	Agriculture and Food Security Private Sector Development Skills and technology
Bank's assistance within natural resources, mining and gas	Green Growth	Infrastructure development Skills and technology

Corporate evaluations

Evaluation topic	Strategic Objective	Operational Priority or Area of Special Emphasis
Procurement 2 nd Phase	Corresponds to fourth and third level of RMF	Corresponds to fourth and third level of RMF
CSPs quality at entry		
Economic and Sector Work 2nd phase		
Trust Funds 2 nd phase		
Risk Management		
Bank's Knowledge Management Strategy, Systems & Products		
Bank's ICT services		
Results and Self-Evaluation systems and processes		
Decentralization & RRCs		

Country and regional integration strategy evaluations

	Strategic Objective:	Operational Priority or Area of Special Emphasis:
Country and Regional Integration Strategy Evaluation (various countries and regions) ⁹	Green Growth/Inclusive Growth	Fragile States Regional Integration

⁹ All the sector priorities of the RMF are also likely to be relevant.

Annex 4: Work programme alignment to the Results Measurement Framework (RMF)

Level of the Results Measurement Framework	OPEV product line
1. What Development Progress is Africa Making	Independent Development Effectiveness Report
2. How well is AfDB contributing to Development in Africa	Sector and Thematic Evaluations Cluster evaluations PCR and XSR synthesis evaluations Synthesis evaluations
3. Is AfDB managing its operations effectively	Corporate Evaluations
4. Is AfDB managing itself effectively	Country Strategy Evaluations Regional Integration Strategy Evaluations Knowledge Management, Dissemination and outreach Quality, methods and engagement Management Action Record Mechanism (MARM) for follow-up of recommendations PCRs and XSR validations