

# AFRICAN DEVELOPMENT BANK GROUP



## IDEV

## 2016-2018 WORK PROGRAM

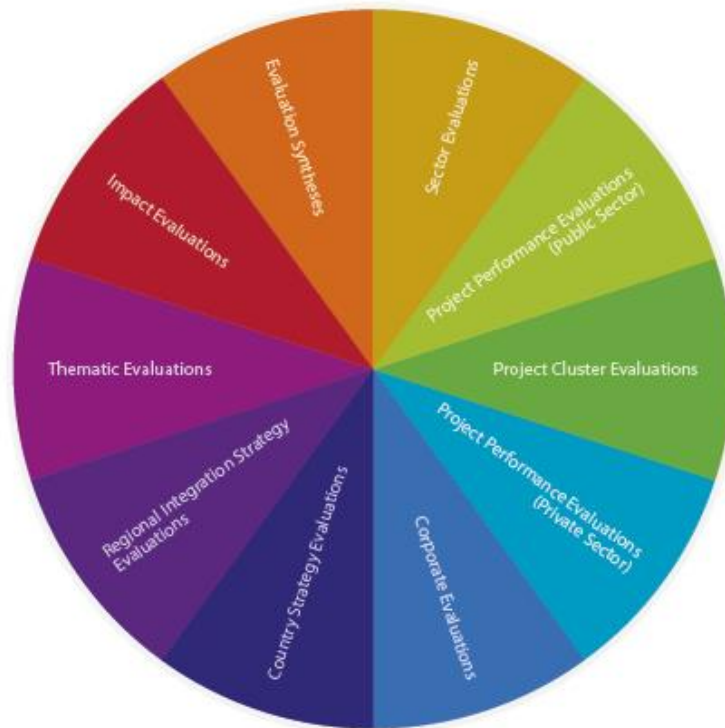
## 2018 UPDATE

November 2017

### Independent Development Evaluation



## IDEV conducts different types of evaluations to achieve its strategic objectives



## Acknowledgements

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## Executive Summary

The purpose of this note is to provide an update on the implementation of IDEV's 2016-2018 Work Program. The note first presents an overview of the implementation status for evaluations planned for initiation in 2016 and 2017 as well as an overview of overall progress achieved in delivering the 2016-2018 Work Program. Then, it presents IDEV's planned work program for 2018, including planned evaluations and resource requirements.

In each of the last five years, IDEV has exceeded its agreed targets. This year, however, IDEV will only deliver 10 out of the target of 12 evaluations, mainly because of staffing constraints. With 12 vacant positions, IDEV is currently operating at 70% staffing capacity. Due to these constraints, of the 17 evaluations planned to begin in 2017, two are proposed to be postponed to 2018. At the same time, an evaluation product synthesizing findings related to quality assurance and learning across the project cycle was added.

Despite these constraints, substantial progress has been made for other ongoing activities, including PCR/XSR<sup>1</sup> validation, knowledge management and dissemination, and evaluation capacity development. Of note, IDEV has organized two regional knowledge sharing events, in Nairobi and Pretoria, and provided substantial support to the AfrEA conference, hosting three panel discussions and facilitating the participation of key parliamentarians. With respect to Evaluation Capacity Development in RMCs, diagnostic reports of Ethiopia's National Monitoring and Evaluation System conducted by IDEV have recently been used to inform the country's new National Evaluation Policy. IDEV also facilitated the third Annual General Meeting of the African Parliamentarians' Network on Development Evaluation, helping this initiative on its way to becoming independent and self-sustaining.

With respect to the 2018 work program, this update proposes minor changes when compared to the 2016-2018 work program, which was amended through the 2017 update. These are the postponement of two evaluations from 2017 to 2018, and the addition of the synthesis report on quality assurance.

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<sup>1</sup> PCR: Project Completion Report (applicable for public sector operations); XSR: Extended Supervision Report (applicable for private sector operations).

## Progress Achieved in 2016 and 2017

IDEV has made good progress in completing evaluations started in 2016, and in initiating planned evaluations for 2017. Tangible progress has also been achieved for knowledge management and capacity development initiatives.

### Update on evaluations initiated in 2016

**Table 1. Status of evaluations initiated in 2016**

Evaluation Type	Status (end 2017)
<b>Project Cluster</b>	
Agriculture	Completed
Water and Sanitation	Ongoing
<b>Country Strategy/Regional Evaluations</b>	
RISE East	Completed (2016)
Cote D'Ivoire	Completed
Malawi	Completed
Namibia (Mid-Term Evaluation)	Cancelled
Nigeria	Completed
RISE Centre	Ongoing
<b>Sector and Thematic Evaluations</b>	
Agricultural Value Chains	Completed
Water and Sanitation	Completed
CBFF	Completed
PPPs – Phase II	Ongoing
<b>Corporate Evaluations</b>	
Human Resources Management and Strategic Directions	Completed
<b>Evaluation Synthesis</b>	
Private Sector Development	Completed (2016)
Board Effectiveness and Efficiency	Completed

Delivery of evaluation products initiated in 2016 has been challenging in 2017. For the first time in five years, IDEV may not reach its target delivery of 12 evaluation products but expects to deliver at least 10, as indicated in Table 1.<sup>2</sup>

With 12 vacant positions, IDEV has been operating at 70% capacity for most of the year. Filling these positions has not been easy for two main reasons: (i) the large volume of vacancies Bank-wide has put huge demands on CHHR; and (ii) several other development partners, including Green Climate Fund and UN Agencies, are tapping into the same, shallow pool of experienced evaluators. Vacancies in 2017 include positions at PL2, PL3, PL4 and PL6 levels.

This situation has resulted in lack of resources for delivering evaluations in a timely manner. In addition, one Division Manager has been absent most of the year due to health reasons, further creating pressure on already thin resources. Nevertheless, IDEV is working closely with CHHR to address these constraints on an urgent basis.

Three evaluations initiated in 2016 are now expected to be delivered in early 2018 due to these staffing issues: (i) the cluster evaluation of water and sanitation projects; (ii) the PPP Phase II evaluation; and (iii) the evaluation of the regional integration strategy for Central Africa. Finally, the Mid-term Evaluation of the country strategy and program in Namibia was cancelled due to external circumstances<sup>3</sup>.

### Evaluations initiated in 2017

<sup>2</sup> In addition to evaluations initiated in 2016, two evaluation products initiated in 2015 (cluster evaluations) may also be completed in 2017. These are not shown in Table 1 as they were not initiated in 2016.

<sup>3</sup> The data collection mission could not take place as the busy period did not allow receiving clearance from Namibian authorities.

Of 17 evaluations to be initiated in 2017, 15 are currently ongoing and will be delivered in 2018 as shown in Table 2. In addition to these 17 evaluations agreed as part of IDEV’s work

**Table 2. Status of evaluations initiated in 2017**

Evaluation Type	Status (end 2017)
<b>Cluster Evaluations</b>	
Agriculture (Water for agriculture)	Ongoing
Governance	Ongoing
<b>Impact Evaluations</b>	
Irrigation	Postponed
<b>Country Strategy/Regional Evaluations</b>	
Cabo Verde	Ongoing
Mauritius	Ongoing
Swaziland	Ongoing
Guinea-Bissau MTE	Ongoing
<b>CSP Completion Validation – Pilot</b>	
South Africa	Ongoing
<b>Sector and Thematic Evaluations</b>	
Bank’s Partnerships: Co-financing, syndication and coordination	Postponed
Policy-Based Operations	Ongoing
<b>Corporate Evaluations</b>	
Bank’s Self-Evaluation Systems and Processes	Ongoing
Quality at Entry	Ongoing
Quality of Supervision	Ongoing
Integrated Safeguards System	Ongoing
Quality Assurance across the Project Cycle (added)	Ongoing
Internal Review of the Evaluation Strategy (added)	Ongoing
<b>Evaluation Synthesis</b>	
Regional Integration	Replaced
Partnerships	Ongoing
Lines of credit	Ongoing
Sanctions	Ongoing

program update for 2017, two corporate evaluations have been added. The “Quality Assurance across the Project Cycle”<sup>4</sup> will be informed by ongoing evaluations of Quality at Entry and Quality of Supervision, but will also examine how the Bank’s quality assurance processes are integrated across the project cycle to contribute to learning and development effectiveness.

Following the extension of the Independent Evaluation Strategy 2013-2017 to 2018<sup>5</sup>, an internal review of the strategy was also added in 2017. An external Peer Review to be led by Ms. C. Heider, Senior Vice President, World Bank will commence in the first quarter of 2018. Both products will be completed by mid-2018, in time to inform the new Strategy that will cover the period 2019-2024.

The planned mid-term evaluation of the country strategy and program in Uganda was replaced by a mid-term evaluation of the strategy and program in Guinea Bissau, as proposed in the addendum to the 2017 update for IDEV’s work program. As agreed also as part of this update, two synthesis evaluations were added, on lines of credit and sanction systems in MDBs –which will be designed as a comparative study and delivered

in early 2018.

The thematic evaluation of the Bank’s Partnerships is now planned to start in 2018. To inform this evaluation, IDEV launched a synthesis evaluation on partnerships in 2017. This product will replace the planned evaluation synthesis on Regional Integration. Similarly, the planned impact evaluation of an irrigation project has been moved to 2018 due to staffing constraints.

In addition to evaluations started in 2017, the Energy sector evaluation will also be delivered in 2018. This evaluation was started in 2015 but its delivery had to be postponed to take into account the new context of the Bank, in particular the new Light up and power Africa strategy.

<sup>4</sup> This addition was proposed in consultation with the CODE Chair and Vice-Chair. An information note was sent to the Board in October 2017.

<sup>5</sup> This extension was proposed in consultation with the CODE Chair and Vice-Chair. An information note was sent to the Board in November 2017.

The evaluation is being updated to take into account this new context in order to maximize its usefulness.

### ***Validation of Project Completion Reports and Extended Supervision Reports***

Since 2016, IDEV has made good progress toward 100% coverage for validations of Project Completion Reports (PCRs) and Extended Supervision Reports (XSRs). In 2017, IDEV reviewed 98 of 112 PCRs from 2014 and 2015, representing 88% of the existing backlog. The validation of PCRs and XSRs from 2016 has been launched, with target of 100% coverage including a sample of field visits.

### ***Knowledge Management, Dissemination and Outreach***

IDEV's knowledge management, dissemination and outreach activities in 2017 have included internal and external knowledge sharing events and support to multiple evaluation partnerships.

Among IDEV's knowledge management and dissemination activities are maintenance of the IDEV website, including web pages for 25 evaluations completed in 2016 and 2017, and the broad distribution of IDEV evaluation reports and knowledge products. Furthermore, IDEV is expected to complete another four issues of its quarterly publication "eVALUation Matters" by the end of 2017. IDEV delivered its third Annual Report covering the activities of the department in 2016 and will soon mobilize to deliver the Annual Report for 2017.

With respect to external knowledge sharing events, IDEV hosted two events in Nairobi and Pretoria to share lessons from the Private Sector Development evaluation synthesis completed in collaboration with Norad's evaluation department. IDEV also supported the annual African Evaluation Association (AfrEA) conference, hosting three panels and facilitating the participation of key parliamentarians from Regional Member Countries (RMCs). Internally, IDEV organized a department-wide knowledge sharing retreat on lessons learnt from the Comprehensive Evaluation of Development Results.

IDEV has deepened its partnership with the Centers for Learning on Evaluation and Results (CLEAR). It also supported and participated in the EvalPartners Global Forum, the National Evaluation Capacities Conference, the CLEAR Initiative Global Forum, and the global conference of the International Development Evaluation Association.

### ***Evaluation Capacity Development***

Evaluation Capacity Development, both inside the Bank and in RMCs, continues to be a priority for IDEV. Internal learning initiatives include the piloting of a "self-learning" webinar initiative and planned internal trainings on presentation skills and on theory-based evaluation. The webinar, in particular, provides an opportunity to revitalize the Bank Evaluation Community of Practice.

With regard to RMCs, in 2017, progress was achieved for several initiatives, including the African Parliamentarians’ Network on Development Evaluation (APNODE), the Evaluation Platform for Regional African Development Institutions (EPRADI) and ongoing capacity development partnerships in Ethiopia and Tanzania (Table 3).

In addition, IDEV has embarked on new evaluation capacity development partnerships including Twende Mbele, a joint initiative with the governments of Benin, South Africa and Uganda and CLEAR Anglophone Africa, which seeks to develop and implement Monitoring & Evaluation systems that improve government performance and impact on citizens.

**Table 3. IDEV’s 2017 Evaluation Capacity Development Activities**

Platform	IDEV Achievements
<b>APNODE</b>	<ul style="list-style-type: none"> <li>• Facilitation of Executive Committee Meetings</li> <li>• Support for amendments to APNODE Constitution and adoption of Strategic Plan</li> <li>• Support for candidature, election of governing body</li> <li>• Annual General Meeting planned and held</li> <li>• Facilitated participation of members in AfrEA conference</li> </ul>
<b>EPRADI</b>	<ul style="list-style-type: none"> <li>• Contribution to: <ul style="list-style-type: none"> <li>• Institutional capacity assessment</li> <li>• Establishment of knowledge sharing platform</li> <li>• Establishment of a pooled fund</li> </ul> </li> </ul>
<b>ECD in Ethiopia</b>	<ul style="list-style-type: none"> <li>• Diagnostic report approved and taken into account when drafting the “National Evaluation Policy”</li> <li>• Support to the implementation of the Policy</li> </ul>
<b>ECD in Tanzania</b>	<ul style="list-style-type: none"> <li>• Scoping mission undertaken to identify opportunities for further cooperation.</li> <li>• Comments provided on a draft National Monitoring and Evaluation Framework</li> </ul>



## IDEV's Work Program Update for 2018

IDEV's 2018 Work Program will be a continuation of its updated work program as approved in 2017. This update proposes minor changes when compared to the 2016-2018 work program, which was amended through the 2017 update. These changes are the postponement of two evaluations from 2017 to 2018 and the addition of the synthesis report on quality assurance. An external peer review of the evaluation function will be launched and completed in the first half of 2018 in order to inform the preparation of the new independent evaluation strategy 2019-2024. An overview of the 2018 Work Program with proposed changes is provided in Annex 1.

### Evaluations

In 2018, IDEV proposes to initiate 11 evaluations in addition to a second CSP Completion Report Validation pilot. The topic of a planned evaluation synthesis will be determined in 2018 to align with institutional needs.

The definition of the new Independent Evaluation Strategy 2019-2024 will start in Q2 2018. Consultations for designing the new work program for 2019-2021 will start in parallel. IDEV has also agreed to undertake a peer review of the evaluation function, which will support the development of the next Evaluation Strategy. Details of the proposed evaluations and their alignment to the High 5s is presented in Table 4.

### PCR/XSR Validation

In addition to these evaluations, IDEV will continue to strive for 100% validation of PCRs and XSRs. The validation of the 2016 and 2017 PCRs and XSRs will be completed by the end of 2018.

### Knowledge Management, Dissemination and Outreach

In order to ensure learning from evaluations and the use of evaluative knowledge, IDEV's knowledge management, dissemination, and outreach activities will continue to be a key area of focus.

In 2018, IDEV will continue to implement its ongoing knowledge management activities, including: (i) publishing and distributing all IDEV evaluations and knowledge products, including the annual report; (ii) publishing and distributing the quarterly publication eVALUation Matters; (iii) revitalizing the Evaluation Community of Practice (ECoP),

**Table 4. Evaluations to start in 2018**

Evaluation	High 5s Alignment
<b>Project Cluster</b>	
Access to Finance	Feed Africa, Industrialize Africa
Green Growth	Cross-cutting
<b>Impact Evaluation</b>	
Transport	Industrialize Africa
Irrigation (from 2017)	Feed Africa
<b>Country Strategy /Regional Evaluations</b>	
Egypt Mali Gabon Mauritania (MTE)	Country Evaluations are undertaken on the basis of coverage and timeliness to inform subsequent CSPs
<b>CSP Completion Report Validation (pilot)</b>	
Pilot (South Africa, Lesotho or Equatorial Guinea)	Contingent on availability of resources
<b>Sector and Thematic Evaluations</b>	
Bank's Role in Increased Access to Finance in Africa	Industrialize Africa
Bank's Partnerships (from 2017)	Crosscutting
<b>Corporate Evaluation</b>	
Bank Fragility Strategy (2014-2019)	Crosscutting
Mainstreaming Green Growth in Bank's Strategies and Operations	Crosscutting
Peer Review of the Evaluation Function	Improve financial performance and development impact
<b>Evaluation Synthesis</b>	
To be determined	To Be Determined

including an online presence; and (iv) organizing internal and regional knowledge sharing events to promote learning from evaluations and support the development of an evaluative culture in the Bank and RMCs. Following the successful Development Evaluation Week of November 2016, IDEV intends to organize this event again in 2018.

### ***Evaluation Capacity Development and Partnerships***

Partnerships and Evaluation Capacity Development will remain priorities for IDEV, in line with the Bank's objectives to work more closely with its clients, be a knowledge broker and improve its results focus. IDEV will continue to work with and support Bank staff, RMCs, and an evaluation institutions and organizations in Africa. Furthermore, National Evaluation Capacity Development features among the outcomes for the Sustainable Development Goals.

IDEV will, in particular, continue to support APNODE and EPRADI to support these two initiatives in becoming independently operating and self-sustaining initiatives. Furthermore, IDEV will continue to work with the Governments of Ethiopia and Tanzania to strengthen their National Monitoring and Evaluation Systems. Opportunities will be explored to expand this initiative to other countries, provided sufficient bilateral resources can be mobilized.

IDEV will continue to participate in evaluation partnerships such as Twende Mbele, EvalPartners and the CLEAR initiative.

### ***Resource Requirements***

As presented in the 2016-2018 work program, IDEV is pursuing plans to professionalize the evaluation function in order to gradually internalize its evaluation work, including the design phase and summary report phase of the evaluations. This direction will ultimately reduce the reliance on consulting firms and lower consultancy costs over the course of IDEV's next three-year Work Program planned from 2019-2021. This direction was confirmed as part of the discussions around the new structure for IDEV that took place within the broader framework of the DBDM. Additional positions were approved as part of this discussion, in particular a Quality and Methods Advisor (PL3), which will further reinforce IDEV's in-house capacity as well as the quality of evaluations.

Unfortunately, recruitment has been slow and staffing has represented one of the key constraints to delivery for IDEV in 2017. Over the course of 2017, IDEV has recruited four analysts at the PL6 level as well as two evaluators at PL4 and PL3 level. As of November 2017, and as the result of the combination of long-standing vacancies and staff departures, IDEV has a total of 12 vacancies, distributed as follows: 1 PL2, 1 PL3, 6 PL4, 2 PL5, and 2 GS7. In addition, a division manager has been on extended sick leave for almost all of 2017. Staffing will again constitute a key challenge to overcome in 2018 and recruitment will therefore be accelerated to the greatest possible extent. The current level of vacancies still constitutes a major risk for IDEV's delivery in 2018. IDEV will keep CODE informed of evolutions and possible impact on delivery of evaluations.

Consistent with the proposals made as part of the DBDM discussions, no increase in workload budget is requested for 2018. The proposed workload budget for 2018 will therefore remain

unchanged compared to the 2017 allocation of UA 3.94 million. Some activities, including the expansion of the Evaluation Capacity Development initiatives will depend upon the mobilization of resources from bilateral trust funds. For example, support provided to the governments of Ethiopia and Tanzania will be supported by funds from the Government of Finland.

With respect to evaluation products, the key assumption as presented above for this flat budget over the period is the internalization of evaluation work. Given the level of vacancies, this assumption will not be met in 2018. It is estimated that about UA 0.8 million additional may be required in workload to mitigate the risks for the delivery of evaluation products. IDEV will redouble efforts to mobilize additional external resources to fund the implementation of its work program, as previously done using Canada, UK, and Korea trust funds resources, as well as through a MOU with the evaluation department of the Norway cooperation, NORAD. IDEV's proposal to accept financial support of about \$715,000 from NORAD is currently being reviewed by the SMCC.

## Annex 1: Overview of evaluations for 2018 (ongoing and starting) with proposed changes

Title	Status	Priority Areas
<b>PCR/XSR validation synthesis</b>		
100% coverage	Ongoing (2016) →	Streamline business process to promote efficiency and effectiveness.
<b>Project cluster</b>		
Water and sanitation	Ongoing (2016) →	
Water for agriculture	Ongoing (2017) →	
Governance	Ongoing (2017) →	
Access to finance	Planned ☐	Feed Africa.
Green growth	Planned ☐	Potentially all Hi 5s.
<b>Impact Evaluation</b>		
Transport	Planned ☐	Industrialize Africa
Irrigation	Postponed from 2017 ↓	
<b>Country/regional evaluation</b>		
Regional Integration Center	Ongoing (2016) →	Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.
Cabo Verde	Ongoing (2017) →	
Mauritius	Ongoing (2017) →	
Swaziland	Ongoing (2017) →	
Guinea-Bissau (MTE)	Ongoing (2017) →	
Egypt	Planned ☐	
Mali	Planned ☐	
Gabon	Planned ☐	
Mauritania (MTE)	Planned ☐	
<b>CSP completion report validation (pilot)</b>		
South Africa	Ongoing →	
<b>Sector/Thematic evaluation</b>		
Energy	Ongoing (2015) →	Light up and power Africa
PPP Phase 2	Ongoing (2016) →	Industrialize Africa
Policy Based Operations (PBO)	Ongoing (2017) →	Crosscutting areas
Bank's Partnerships: Co-financing, syndication and coordination	Postponed from 2017 ↓	Improve financial performance and increase development impact
Bank's role in increased Access to Finance in Africa	Planned ☐	Industrialize Africa
<b>Corporate evaluation</b>		
Bank's Self-Evaluation Systems and Processes	Ongoing (2017) →	Improve financial performance and increase development impact
Quality at Entry	Ongoing (2017) →	Improve financial performance and increase development impact
Quality of Supervision	Ongoing (2017) →	Improve financial performance and increase development impact
Integrated Safeguards System	Ongoing (2017) →	Improve financial performance and increase development impact
Quality Assurance across the Project Cycle	Ongoing (2017) →	Improve financial performance and increase development impact
Internal Review of the 2013-2017 Evaluation Strategy	Ongoing (2017) →	Improve financial performance and increase development impact
Bank Fragility Strategy (2014-2019)	Planned ☐	Cross-cutting areas
Mainstreaming green growth in Bank's strategies and operations	Planned ☐	Cross-cutting areas

Title	Status	Priority Areas
IDEV Peer Review	Added +	Improve financial performance and increase development impact
<b>Evaluation synthesis</b>		
Partnerships	Ongoing (2017) →	Improve financial performance and increase development impact
Lines of credit	Ongoing (2017) →	Industrialize Africa
Sanctions	Ongoing (2017) →	Improve financial performance and increase development impact
Others (to be determined)	Planned □	

**Legend**

- = planned (not yet started)
- = started and ongoing
- + = added to the work program
- ↓ = Postponed

Addendum to document ADB/BD/WP/2017/203, Independent Development Evaluation 2016-2018 Work Program - 2018 Update

#### FOR INFORMATION

At the CODE meeting of 21 November 2017, CODE members requested an updated and expanded version of the table in Annex 1 of the above-mentioned document. Please see attached the requested table.







## Overview of evaluations for 2018 (ongoing and starting) with proposed changes

Status as at 20 January 2018

Title	Status	Priority Areas	Estimated Delivery* Timeline
<b>PCR/XSR validation synthesis</b>			
100% coverage	Ongoing (2016) & (2017) →	Streamline business process to promote efficiency and effectiveness.	Q3 2018
<b>Project cluster</b>			
Water and Sanitation (Rural)	Ongoing (2016) → (Report under preparation)	Improve the quality of life of the people of Africa.	Q1 2018
Water and Sanitation (Urban)	Ongoing (2016) → (Report under preparation)	Improve the quality of life of the people of Africa.	Q1 2018
Agricultural water management	Ongoing (2017) → (Report under preparation)	Feed Africa.	Q1 2018
Governance (Energy)	Ongoing (2017) → (Data collection)	Light up and Power Africa.	Q3 2018
Governance (Business Enabling Environment)	Ongoing (2017) → (Data collection)	Crosscutting areas.	Q3 2018
Access to finance	Planned □	Feed Africa.	2019
Green growth	Planned □	Potentially all High 5s.	2019
<b>Impact Evaluation</b>			
Transport	Planned □	Industrialize Africa.	2019
Irrigation	Postponed from 2017 ↓	Feed Africa.	2019
<b>Country/regional evaluation</b>			
Malawi	Ongoing (2016) → (Report under preparation)	Country evaluations are undertaken on the basis of coverage and timeliness to inform the next CSP. They potentially align to all High 5s.	Q1 2018
Cabo Verde	Ongoing (2017) → (Report under preparation)		Q2 2018
Mauritius	Ongoing (2017) → (Inception)		Q4 2018
Swaziland	Ongoing (2017) → (Inception)		Q4 2018
Guinea-Bissau (MTE)	Ongoing (2017) → (Scoping)		Q2 2018

Title	Status	Priority Areas	Estimated Delivery* Timeline
Egypt	Planned <input type="checkbox"/>		2019
Mali	Planned <input type="checkbox"/>		2019
Gabon	Planned <input type="checkbox"/>		2019
Mauritania (MTE)	Planned <input type="checkbox"/>		2019
<b>CSP completion report validation (pilot)</b>			
South Africa	Ongoing (Inception) →	Potentially aligned to all High 5s.	Q1 2018
<b>Sector/Thematic evaluation</b>			
Energy	Ongoing (2015) (Report under preparation) →	Light up and power Africa.	Q2 2018
PPP Phase 2	Ongoing (2016) (Data collection) →	Industrialize Africa.	Q3 2018
Policy Based Operations (PBO)	Ongoing (2017) (Data collection) →	Crosscutting areas.	Q2 2018
CBFF	Ongoing (2016) (Report under preparation)	Feed Africa; Improve the quality of life of the people of Africa.	Q1 2018
Bank's Partnerships: Co-financing, syndication and coordination	Postponed from 2017 (Inception) ↓	Improve financial performance and increase development impact.	2019
Bank's role in increased Access to Finance in Africa	Planned <input type="checkbox"/>	Industrialize Africa.	2019
<b>Corporate evaluation</b>			
Bank's Self-Evaluation Systems and Processes	Ongoing (2017) (Inception) →	Improve financial performance and increase development impact.	Q3 2018
Quality at Entry	Ongoing (2017) (Inception) →	Improve financial performance and increase development impact.	Q2 2018
Quality of Supervision	Ongoing (2017) (Inception) →	Improve financial performance and increase development impact.	Q2 2018
Integrated Safeguards System	Ongoing (2017) (Inception) →	Improve financial performance and increase development impact.	Q2 2018
Quality Assurance across the Project Cycle (synthesis note)	Ongoing (2017) (Inception) →	Improve financial performance and increase development impact.	Q3 2018
Internal Review of the 2013-2017 Evaluation Strategy	Ongoing (2017) (Data collection) →	Improve financial performance and increase development impact.	Q3 2018




Title	Status	Priority Areas	Estimated Delivery* Timeline
Bank Fragility Strategy (2014-2019)	Planned 	Cross-cutting areas.	2019
Mainstreaming green growth in Bank's strategies and operations	Planned 	Cross-cutting areas.	2019
IDEV Peer Review	Ongoing (2017)  (Inception)	Improve financial performance and increase development impact.	Q3 2018
<b>Evaluation synthesis</b>			
Partnerships	Ongoing (2017)  (Inception)	Improve financial performance and increase development impact.	Q2 2018
Lines of credit	Ongoing (2017)  (Inception)	Industrialize Africa.	Q3 2018
Sanctions systems in MDBs	Ongoing (2017)  (Inception)	Improve financial performance and increase development impact.	Q2 2018

\* "Delivery" is the date of submission either to Bank Management, for the preparation of a Management Response, or directly to the Board (for products not requiring a Management Response)

**Legend**

 = planned

 = started and ongoing

 = postponed, to start in 2018