

IDEV

Independent Development Evaluation
African Development Bank

**Self-assessment of the implementation of the AfDB Independent Evaluation Strategy
2013-17
Summary report
August 2018**



“Vision without action is a daydream. Action without vision is a nightmare”



AFRICAN DEVELOPMENT BANK GROUP

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AfrEA	African Evaluation Association
APNODE	African Parliamentarians Network on Development Evaluation
CEDR	Comprehensive Evaluation of Development Results
CLEAR	Centers for Learning on Evaluation and Results
CODE	Committee on Operations and Development Effectiveness
CSPE	Country Strategy and Program Evaluation
DAC	Development Assistance Committee
DfID	Department for International Development
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
ECoP	Evaluation Community of Practice
EDs	Executive Directors
EPRADI	Evaluation Platform for Regional African Development Institutions
EVRD	Evaluations Results Database
HR	Human Resources
IDEV	Independent Development Evaluation
KM	Knowledge Management
MARS	Management Action Record System
NORAD	Norwegian Agency for Development Cooperation
NSO	Non-Sovereign Operations
OECD	Organization for Economic Cooperation and Development
PCR	Project Completion Report
PPER	Project Performance Evaluation Report
PRA	Project Results Assessment
QA	Quality Assessment
RMCS	Regional Member Countries
RWSSI TF	Rural Water Supply and Sanitation Initiative - Trust Fund
TOC	Theory of Change
TYS	Ten-Year Strategy
UN	United Nations
VOPE	Voluntary Organizations for Professional Evaluation
XSR	Extended Supervision Report
WP	Work program

1. Executive summary

1.1. Introduction

This report summarizes the findings of the self-assessment of the implementation of the African Development Bank's Independent Evaluation Strategy (2013-2017). The objectives of the self-assessment are to: (i) assess the extent to which IDEV (Independent Development Evaluation) succeeded in implementing the strategy; and (ii) draw lessons to improve IDEV's future performance. The self-assessment therefore serves both an accountability and a learning purpose. The assessment does not, however, seek to define new strategic directions for IDEV.

The objectives of the strategy are based on those of the evaluation policy: i) accountability; ii) learning; and iii) promoting an evaluation culture. To achieve these objectives, the strategy sought to put in place the structure, systems and tools (EVRD-Evaluation lessons learned database, MARS-Management action record system, Website) and a shift in its product mix to ensure greater relevance to the Bank's changing context. The strategy also envisioned increasing the number of high-level evaluations and enhancing their quality. Another important element of the strategy was enhancing IDEV's knowledge management, communication and capacity development activities.

The assessment examined the performance of IDEV's implementation of the strategy. While not a full evaluation, the assessment uses the standard evaluation criteria: relevance, effectiveness, efficiency and sustainability. It also provides an overview of stakeholders' views on the priorities in IDEV's future directions and lessons learned. The findings of the assessment are based on triangulated information collected from different sources: an external quality assessment exercise, an online stakeholder survey, review of documentation and management data, interviews with key stakeholders, and IDEV staff focus group discussions.

1.2. Key findings

Relevance

The relevance of the strategy objectives (accountability, learning and promoting an evaluation culture) is satisfactory. The objectives are aligned

with international evaluation principles and norms, as well as to the Bank's strategies. The strategy identified pertinent actions and activities that were consistent with the stated objectives. However, its design suffered from shortcomings related to its results framework.

Stakeholder views – survey, interviews and focus groups – indicated broad consensus that the objectives of the strategy were relevant at the time it was drawn up and remain so in the current context of the Bank. The objectives of the strategy captured the shift that the independent evaluation policy and the strategy sought to bring to the independent evaluation function. Stakeholders confirmed the relevance of the shift to increase the focus on accountability, learning and promoting an evaluation culture. Document reviews showed that the objectives were aligned with the Bank's Ten Year Strategy (TYS 2013-2022). Indeed in the YYS, the Bank committed to being a learning organization through monitoring progress and measuring results and impact on development to identify where action is needed. The Bank also committed to undertaking more country, strategy and impact evaluations as well as strengthening its independent evaluation function. Since 2016, IDEV aligned its work program to the High5 priorities of the Bank.

The strategy is broadly aligned to the OECD/DAC evaluation principles and the ECG (Evaluation Cooperation Group)'s mandate of promoting quality, usability, independence, credibility, transparency and use of evaluation knowledge.

The strategy identified appropriate actions and activities to enable the achievement of the three objectives. For example, the shift in the product mix, the restructuring of IDEV to create a knowledge management and communication division and the

creation of tools and systems (e.g. EVRD, MARS, the website, the evaluation manual) were all relevant changes to support achievement of the objectives of the strategy.

The design of the strategy suffered from two weaknesses. First, the strategy lacked an explicit theory of change and the results framework was a provisional one, and was not finalized as planned. The second weakness in the design of the results framework is the lack of clear indicators, and in cases where design involved IT; the timeline was unrealistic (for example EVRD, Website). In addition, baseline data was not established at the outset.

Effectiveness

The overall assessment of the effectiveness of strategy implementation is satisfactory. IDEV put in place almost all of the resources, tools and systems planned. IDEV has also succeeded in increasing the number of evaluations, knowledge sharing activities and capacity development activities during the strategy period. Importantly, the quality of IDEV evaluation has improved. All indicating a strong performance. However, one important planned tool has not been finalized and despite the significant increase in complex evaluations and evaluation quality, one product line (PCR/XSR validations) was not delivered on schedule.

IDEV has successfully delivered on the planned structure, tools, and systems and put in place resources required to contribute to the achievement of the objectives of the strategy. The change in structure to enable more cross-divisional work and put more emphasis on knowledge management, communication and capacity development was delivered successfully with the creation and staffing of the third IDEV division.

In terms of financial resources, IDEV's budget has been constant over the last 3-4 years in real terms. IDEV's allocated administrative budget as a share of the total administrative budget went up from around 1.12% in 2012 to 1.82% in 2017. IDEV succeeded in mobilizing resources from elsewhere, including Trust Funds to finance some of its activities (in evaluations, knowledge sharing, capacity building, etc.).

Regarding human resources, IDEV succeeded in increasing the size and diversity of its team. Although the vacancy rate was not reduced, but IDEV made use of fixed term secondments as planned, both inward and outward. The strategy envisaged training including the possibility of introducing an evaluation accreditation scheme. Although a range of staff training was delivered, the accreditation scheme did not materialize.

Concerning systems and tools, IDEV broadly delivered as planned. The platform for recording evaluation results and lessons (EVRD), the platform to follow up on the management's action to respond to recommendations (MARS) and the revamped and independent IDEV website were all put in place. Although the planned evaluation manual was not finalized, IDEV succeeded in putting in place robust quality assurance processes¹ for its evaluations.

IDEV has significantly increased the number of "high level" evaluations, knowledge sharing and external capacity development activities delivered. Over the strategy period, IDEV delivered at least 8 evaluations each year; more than 40 events and supported various evaluations networks in the Regional Member Countries (RMCs). Over the 5-year period, IDEV has delivered its work program both with the planned mix of products and the planned increase

¹ Quality assurance instruments put in place by IDEV to ensure that its evaluations meet the minimum quality internal standards in evaluation. This is done through: internal peer review, external

peer review, reference groups (including country teams or sector experts depending on the type of evaluation at hand).

in 'high level' evaluations such as country, corporate, thematic and sector evaluations.

Targets regarding project completion report (PCR/XSR) validations were not fully met. Commitments made in the 2014-2016 work program were met, although later than initially planned. PCRs/XSRs for 2013, 2014 and 2015 were validated. Addressing the backlog for 2016 and 2017 is still ongoing.

An independent quality assessment (QA)² of a sample of evaluation products indicates that the quality of IDEV evaluations improved during the strategy period. The QA showed clear improvement in the quality of evaluations delivered during the strategy period compared to those delivered before. This was also confirmed by stakeholder views through interviews and an online survey. In spite of the improvements in the quality of evaluations, there are still gaps remaining that need to be addressed, including the identification of relevant cross-cutting issues and their integration where relevant in IDEV evaluations.

Over the period, IDEV delivered knowledge sharing in the form of evaluation communities of practice (ECoPs), evaluations, knowledge products, workshops, knowledge platforms (EVRD for example) and other types of dissemination. IDEV made efforts to ensure that knowledge sharing and dissemination was an integral part of all evaluations in recent years. The increase in communication activities (including social media, evaluation matters, events in RMCs, media coverage) helped to ensure that IDEV increased its visibility, something that was acknowledged during interviews.

The creation of the third division enabled IDEV to increase the number of knowledge management, communications and capacity development activities (ECoPs, knowledge events, evaluation week, etc.) to over 40 during the period. Stakeholder interviews and the survey results indicate a perceived improvement in their quality as well as their quantity. However, it appears that awareness and use of the platforms (Website, EVRD) is insufficient.

Evaluation capacity development (ECD) in regional member countries was strengthened during the period. IDEV launched or backed initiatives in support of evaluation on the continent. IDEV provided support to strengthen the national evaluation systems in Tanzania and Ethiopia and supported or partnered with evaluation networks such as AFRFA and CLEAR³. These activities are in line with the strategy's aspirations; in some areas exceeding initial expectations, for example with initiatives such as the Evaluation Platform for Regional African Development Institutions (EPRADI), the African Parliamentarians Network for Development Evaluation⁴ (APNODE) and Twende Mbele. In terms of quality, stakeholders perceived a good quality of these activities that enabled them to improve their own activities. Survey results show that 91% (n=56) of the respondents are satisfied with the nature of the ECD received. IDEV's was able to achieve these results in ECD thanks to partnerships with agencies such as Gates Foundation, UNDP, UNICEF, Korea Trust Fund and the Finnish government.

Within the Bank, evaluation capacity development efforts increased in terms of a greater number of events that focused on knowledge sharing either of evaluation findings, or evaluation challenges – the latter through the Evaluation Community of Practice Forum. IDEV raised general awareness of evaluation through its contribution to the staff induction programs for example.

² The Universalia quality assessment of evaluation products, 2018

³ IDEV continues to represent MDBs on the Board of CLEAR.

⁴ IDEV helped create APNODE to spur demand for evaluations from Parliamentarians.

There were over 30 training and learning events in the department during the period 2013-2017. Annual training plans were drawn up through consultation with staff based on their expressed needs and interests. However, some staff felt that IDEV had not delivered as expected on internal capacity development, due to a lack of appropriate strategic planning about internal capacity development to match trainings to the skills required in IDEV's fast-evolving work. In addition, as envisaged, the possibility of an accreditation scheme was investigated by management, although no progress was made.

Other learning initiatives were also introduced in the department, such as the self-learning webinars (facilitated by IDEV staff) covering various topics. As a result of the team retreat held in 2017, IDEV put in place three "buckets" (people, products and processes) to reflect on how IDEV can improve its way of working. Although IDEV management has not yet approved some actions recommended by the buckets, these initiatives form a good basis for future reflections.

Although this was not part of the self-assessment as such, 55% of respondents to the stakeholder survey perceived a positive contribution to accountability, learning and creating an evaluation culture within the Bank and in Africa. However, they believe that further efforts in this area are still required to strengthen learning and to create an evaluation culture within the Bank.

Efficiency

Overall, efficiency is rated satisfactory. 76% of evaluations were delivered in the year planned. The average cost of evaluation has reduced and the objective in terms of budget execution rate was achieved for most years during the period, and the

rate remained above 90% for all years. However, slippages were recorded in the delivery of some tools (EVRD, MARS, Website), although this was not fully under the control of IDEV. A weakness identified in terms of budget was that the team found no evidence of a system for budget planning and management for individual evaluations, which might constitute a threat in the long run to cost-efficiency.

Regarding the systems, tools and structure of IDEV, delivery was not completed as planned by the end of 2013, with the exception of the structure that was approved as expected by the end of 2013 but only gradually fully staffed. End of 2013 targets for ensuring online tools (Website, MARS) were operational were, in hindsight, over-ambitious and their delivery depended on other departments (mainly the IT).

In terms of delivery, it was possible to verify the delivery according to planned timeline for 41 of 49 evaluations delivered during 2013-2017. At least 76% of these evaluations were delivered within the expected duration from 12 to 18⁵ months. On the other hand, some stakeholders during interviews expressed their dissatisfaction with regards to the untimely delivery of some evaluations, as the findings could not properly feed into new strategies/policies.

IDEV's budget execution rate did not increase to the 95% rate expected consistently every year. It exceeded the target for the years 2013 and 2016 (96% and 97%), and was at least 90% for the other years (2014-15). The reason for this could not be established.

Focus group discussions identified budget planning within individual evaluations as an area that has not

⁵ See Annual report 2014, p.6

benefitted from a centralized tool or guidance. The type of implementation model adopted by the evaluation team also determines the cost of evaluations. Yet, the justification for opting for one model over another was not always clearly articulated in planning documents.

The average cost of a “high-level” evaluation fell over the years. This was used as a proxy for improved cost-efficiency. The cost here included all staff cost (consultants, staff, missions, etc.), for divisions 1 and 2.

Sustainability

Prospects for sustainability are found to be satisfactory, based on an assessment of the extent to which (i) IDEV has institutionalized its systems and tools; and (ii) current stakeholder demand supports IDEV continuing in the same direction. Although quality assessment instruments are well owned by IDEV staff, they are yet to be completely institutionalized. This and other minor issues regarding the existing tools can constitute minor threats in the future.

The systems and tools developed by IDEV during the implementation of the strategy are likely to be sustainable - most notably delivery of online systems for sharing lessons (EVRD) and follow up on recommendations (MARS). Both laid the groundwork to institutionalize these activities. IDEV put in place quality assurance mechanisms, although this was not codified in a manual as envisaged. However, the increased evaluation quality achieved has less strong prospects for sustainability given the manual has not been finalized and the systems for quality assurance are therefore not yet institutionalized.

Stakeholder interviews found a demand to continue in the same direction with further improvements in quality and timeliness of evaluations, indicating sustained demand going forward. This was confirmed through the online survey results.

In terms of KM and ECD, stakeholder interviews point to an interest to continue such activities. Although more than 80% of them were not specifically aware of IDEV’s activities especially in capacity development, they agreed that this is an important aspect, and should be strengthened both within the Bank and in RMCs. However, the sustainability of IDEV’s efforts in capacity development may be hindered in the future by budget constraints. IDEV finances most of its ECD activities with additional funding raised from other sources (not by the Bank’s administrative budget).

Lessons learned from the implementation of the strategy and Stakeholder views and orientations for future strategic directions

Lessons learned

The existence of a strategy to complement the evaluation policy and the work program were useful, both for internal and external clarity of the objectives of IDEV. It also allowed documenting in a clear manner the changes that were envisioned for IDEV within the five-year period.

IDEV adapted its work program and evaluation themes to the Bank’s context throughout the strategy period, thereby contributing to ensuring that topics covered in IDEV evaluations remained relevant and interesting to stakeholders and to the Bank’s work. The increased focus on learning and promoting an evaluation culture enabled IDEV to enhance its activities in knowledge management, communication and evaluation capacity development, both in RMCs and in the Bank.

The current structure of IDEV with a knowledge management, communication and capacity development division is conducive to increasing its visibility and undertaking more initiatives in terms of capacity development, knowledge sharing, outreach and communication. The usefulness of the third division was acknowledged by most stakeholders interviewed and during focus group discussion with IDEV staff.

The increased focus in recent years on high-level evaluations, including the CEDR, may have contributed to the delays in conducting PCR/XSR validations, although these are also important products. Undertaking the CEDR had an impact on the entire planned work program for the period.

Stronger quality assurance processes and IDEV management's increased emphasis on good quality reports contributed to evaluations that met good quality standards. However, cross-cutting themes were often over-looked during evaluations. Going forward, greater emphasis on such issues is required.

The absence of a robust system for monitoring progress in implementing the strategy or a final version of the results framework adversely affected both data collection during this self-assessment and IDEV's ability to monitor progress in real time of the implementation of the strategy.

The lack of proper data recording system in IDEV presented challenges for data collection on deliverables and documentation related to evaluations during this assessment process. The lack of systematic records is a weakness in the department. This was also emphasized during focus group discussions with IDEV staff. A robust, effective data management and recording systems must be established.

The lack of a handbook that codifies IDEV's key evaluation processes and practices contributed to a lack of harmonization on how evaluations are conducted in IDEV. This includes how evaluations are communicated; involvement of KM and communication staff in the evaluation cycle has increasingly happened in recent years, although it is not yet consistent across evaluations. Failure to involve KM officer may constitute a missed opportunity in terms of ensuring that the evaluation messages are well tailored to the intended audiences. The absence of a clear documentation of key processes may have contributed to some evaluations taking longer than

expected to complete, and also affected the accountability of the evaluators.

Having an appropriate training plan and dedicated training budget would help to ensure that the training provided targeted the skills needed to implement IDEV's work programs. The lack of such planning reduces the effectiveness of training. Also, the lack of centralized tools for planning and budgeting contributed to large variations in evaluation costs and a lack of assurance on best value for money choices.

Stakeholder views and orientations for future strategic directions

During the course of this assessment, stakeholders were invited to reflect on IDEV strategic directions for the future, during consultations: survey, interviews and focus groups. The results of how they envision IDEV's way forward are reflected in the summary below.

Strategic level

- The objectives of accountability, learning and promoting evaluation culture continue to be very much relevant in the current context of the Bank. It is important to put an emphasis on learning and promoting evaluation culture to ensure that Bank operations are improved, and contribute to development effectiveness. However, stakeholders interviewed believe that IDEV should ensure it strikes the right balance between these objectives.
- IDEV's evaluation should continue supporting the Bank's operational priorities (currently the High 5s), and in this regard, it is important to reflect on how IDEV can evolve in this context. IDEV evaluations are perceived to bring out recurring issues, and that should trigger a reflection about how IDEV as an evaluation function looks at developmental issues in order to be more impactful in the context of the Hi5. This might entail thinking about/innovative new types of products.

- IDEV management and most staff saw the added value of a documented strategy (visibility, guiding principle, etc.). IDEV management should consider producing an updated version of the strategy by taking stock of the learning to:
 - Ensure the appropriateness of the logframe
 - Link the timeline and objectives of the new strategy to the resources available (budget, human resources, skills) to avoid any gap in the implementation and timeliness
 - Conduct an annual assessment of the strategy: monitoring system for the strategy to adjust in the work program depending on the degree of progress
- This will also contribute to enhancing the quality of evaluations through the mechanisms that will be defined as well as provide guidance for including cross-cutting issues that are relevant to IDEV. For example, cross-cutting issues were identified (QA, Survey) as a weakness in IDEV evaluations; stakeholders feel that IDEV should ensure that relevant cross-cutting themes are appropriately addressed in evaluations. The department should clearly identify which of the cross-cutting issues are of interest and each evaluation should include the relevant ones and provide explanation as to why others are not included.

Processes

- IDEV should ensure to put in place a handbook that codifies IDEV's key evaluation processes and practices to ensure harmonization across evaluations. Focus groups revealed that this should be given priority, as it would contribute to improving IDEV's work at many levels as identified in the strategy.
 - First, it would help ensure a more robust planning and project management, as well as reduction of costs and time slippages on one hand.
 - Secondly, consistent engagement and consultation with stakeholders at key stages of the evaluation, and therefore ensuring timeliness and relevance.
- IDEV should consider adopting an appropriate system for planning and monitoring of its work program implementation, budget and cost to ensure IDEV delivers its products in a timely manner. In terms of budget, this will be important in terms of estimating the cost of evaluations.
- Data management has been identified as a weakness in IDEV during this assessment, it was noted especially by the staff during focus groups. IDEV should ensure in the future to put in place incentives/measures to ensure a consistent recording of information/data and documents.

Products

- The current IDEV product mix is satisfactory to all stakeholders consulted, although differences exist among them on which ones should be given more emphasis. Some stakeholders (EDs) feel that corporate and process types of evaluations are more useful; while the views of DGs tend to be on regional and country strategy evaluations. However, IDEV should ensure it strikes the balance in the mix of products, while ensuring relevance and alignment to the current Bank context and to the Hi5 priorities. All stakeholder groups consulted felt that IDEV should not focus on increasing the number of evaluations, especially taking into consideration the absorption capacity of the Board and also the resource constraints; the emphasis should rather be on enhancing quality, timeliness and producing impactful reports.
- IDEV staffs also feel that products such as PCR/XSR review notes should be reexamined to make them more useful than they currently are. The current way in which IDEV is conducting these reviews is not conducive of producing results that can be used by the intended users. The process must be streamlined, strategically planned and efficient. It will be also important to produce the review notes on time, focusing on the lessons, and to communicate more about them, as they offer a good opportunity of learning for operations task managers (project design). In June 2017, there was a discussion in IDEV regarding the PCR/XSR validations aiming at enhancing the efficiency, effectiveness and usefulness of validation processes and products. Although there seems to be no final conclusions reached on this yet.
- Interviewed stakeholders and online survey respondents felt that the follow up on recommendations is a weakness that IDEV should try to address in the future. They believe that IDEV should find ways to enhance engagement with operations departments to ensure that implementation of the recommendations is happening as appropriate.

Knowledge sharing, communication, outreach and capacity building

- IDEV should put more emphasis on activities that will promote the culture of evaluation in the Bank, this will contribute to creating a better understanding of the function of independent evaluation and interest in what IDEV does, thus reducing the perceived resistance towards evaluation, within the Bank.
- There is a need for systematization of how KM and communication experts are engaged in IDEV evaluations throughout the evaluation cycle, to ensure that messages are tailored to the various target audiences and communicated at the right times. From the point of view of IDEV management, ensuring that knowledge management is an integral part of evaluations is not solely the mandate of IDEV 3, but also of the evaluators. So, it will be important in the future to ensure that IDEV 1 and 2 staff also create the space for engagement with IDEV 3.
- Views from stakeholders (interviews, survey and focus groups) all tend to agree on the fact that IDEV should enhance its engagement and communication with stakeholders. Within the Bank this means engaging operations staff throughout the evaluation cycle in order to get their buy-in and ensure an effective collaboration and uptake from IDEV's evaluation results and recommendations. Better stakeholder engagement will also mitigate issues related to document collection and reduce the perceived resistance of Bank staff to evaluation. However, this engagement should be well targeted to make sure it adds value and not negatively affect the evaluation process or threaten IDEV's independence.

- Based on staff views from IDEV, the department currently prints lots of documents and the cost-effectiveness of that has not yet been established or whether they reach the intended audience; it will therefore be useful to explore other effective ways to communicate evaluation results, using different channels to communicate are also welcome (such as Facebook), as well doing more publicity and awareness raising about existing platforms and products such as EVRD, the website, the animated videos, etc. IDEV should also follow up on revamped and innovative communication products (such as podcasts).

2. Introduction and background

IDEV undertook a self-assessment of the independent evaluation function in 2012, which identified a range of weaknesses that included an excessive focus on accountability as opposed to learning, and related to that a lack of investment in knowledge-sharing and supporting the development of an evaluation culture. The results of this exercise were used to inform the revision to the Policy, and the preparation of the evaluation strategy. The changes proposed as a result related to the products mix, enhancing knowledge management, capacity development, quality and timeliness of evaluation products, engagement with stakeholders, etc.

Thus, the Bank's 2013-2017 independent evaluation strategy was one of the principal ways in which IDEV responded to the recommendations of the 2012 self-assessment. The strategy was the first of its kind among MDBs and covered the period 2013-2017⁶. The strategy sought to link the Bank's Independent Evaluation Policy to IDEV's three-year rolling work program, which is updated annually. The Policy identified three complementary objectives of evaluation on which the strategy is also based, namely: i) accountability; ii) learning; and iii) promoting an evaluation culture.

The strategy set out clearly the three interlinked roles of evaluation and also laid out: (i) why there was a need for change; (ii) the need to increase the quantity, quality and relevance of products; (iii) how to ensure those products have an influence on the way the Bank works; and (iv) what structure, systems, and resources would be needed to achieve the objectives. The strategy therefore committed IDEV to undertaking a number of measures, actions and activities to help IDEV contribute to the Bank's development effectiveness.

1.3. Purpose and objectives of the assessment

The self-assessment serves two purposes. First, it serves an accountability purpose to the Board (via CODE-The Committee of Operations and Development Effectiveness) and other stakeholders on IDEV's performance in implementing the strategy approved by the Board in 2013. The second purpose it serves is that of learning. Specifically, the assessment identifies areas where progress was made, what constraints have hindered progress and strengths and weaknesses of IDEV. All this can inform future strategic directions for IDEV.

The objectives of the self-assessment of the implementation of the strategy are the following:

1. Assess the extent to which IDEV has succeeded in implementing its 2013-17 strategy.
2. Identify lessons and areas for improvement that can be used to help IDEV improve its performance in the future.

There are two primary audiences for this assessment. The first is IDEV staff and management. The IDEV team has seen changes and taken on challenging tasks over the past 4-5 years. Staff and management are interested to know

⁶ It was later extended to end-2018.

how well the team as a whole has performed, how stakeholders perceive its efforts, to what extent it is on track and where it needs to redouble or redirect its efforts. From this perspective the main interest is in learning. The second primary audience is CODE, because IDEV reports to and is accountable to the Board via CODE. For this audience the accountability role of the assessment is as important as learning. In addition, Bank Senior Management and Bank staff are also interested to see that not only the evaluators help to hold them accountable but are also held accountable, and to find out how the independent evaluation function is performing.

1.4. Methodology

This self-assessment was theory based with a participatory approach; therefore the theory of change was reconstructed. While not a full evaluation, the assessment uses the standard evaluation criteria of relevance, effectiveness, efficiency and sustainability; a matrix was developed to this effect with sets of indicators for each criterion. Each criterion was rated against a 4-point rating scales developed by the team to this effect, ranging from satisfactory to highly unsatisfactory (see annex 3 for rating scales). The evaluation matrix also included an additional question on the lessons learned and future strategic directions for IDEV.

The data collections methods used to respond to the questions are: i) document review; ii) quality assessment of a sample of evaluation products; iii) Stakeholders views (interviews, online survey and focus groups). **See annex 2 for full methodological approach including assessment matrix and rating scales.**

1.5. Limitations and risks

Limitations addressed at design	Actual limitations of the assessment
<p>Data availability: Given that a large part of the data collection methods are based on stakeholder perceptions, the high turnover of Bank staff, management and also board members made this challenging. The team mitigated this challenge by identifying, to the extent possible, the stakeholders with institutional memory and limiting ourselves to where interviewees have knowledge on. In addition, it was not possible for the assessment team to get information on some indicators in the evaluation matrix.</p>	<p>Collecting delivery information in IDEV: It has been challenging to collect information on some of IDEV's deliverables, especially related to earlier years in the evaluation period. Recording of IDEV deliverables against targets in work program was not done consistently during the strategy period.</p>

Response rate for the online survey: Given that the previous survey (2012) did not yield a significant response rate, IDEV decided to use an external firm specialized in conducting surveys to ensure that the response rate is high enough. This was also aimed at ensuring that the survey is completely independent and that IDEV or the Bank wouldn't be able to attribute responses to individual respondents. The total survey response rate was 17% compared to the previous one that yielded 3% (in 2012).

Ensuring a credible and transparent assessment: Given the self-assessment nature of this exercise, it was important to ensure that measures are taken to ensure that this is transparent and robust evidence based self-assessment. Therefore, components of the self-assessment were externalized, specifically the quality assessment of evaluation products and the online stakeholder survey. In addition, an external expert reviewer was contracted to ensure that the entire process is robust and provide comments on deliverables (Inception report and summary report).

Collecting data: In some cases, there was no official information made available to the team (for example the vacancy rate). The rate used for the purpose of the assessment was calculated on the basis of IDEV staffing information from the front office.

In addition, since IDEV did not have a robust system for archiving, the assessment team had to contact individual task managers (still present) to get background evaluation documents.

Another limitation related to data, is the fact that some indicators initially planned at inception stage could not be assessed. Indicators not assessed are clearly indicated in the report and matrix in the annex.

Assessing Impact: The assessment did not robustly include impact as can be seen in the later stage in the theory of change. The team concluded that it would be challenging to robustly establish IDEV's contribution at the final outcome level, given that the assessment is largely based on stakeholder views.

Delay of the IDEV MARS report: The MARS report to be produced by IDEV was foreseen at inception phase to be one of the building blocks of this assessment. However, due to delays the report did not inform this assessment.

This report summarizes the findings of IDEV's self-assessment of the implementation of the Independent Evaluation Strategy. The rest of the self-assessment report is structured as follows: Section 3 describes the main findings of the self-assessment, while section 4 draws conclusions and finally lessons learned and the views of stakeholders (interviews, survey) on IDEV's future strategic directions are presented in section 5 of the report.

3. Findings of The self-assessment

The findings of the self-assessment are structured to respond to the five evaluation questions, the majority of which were in turn structured to respond to traditional evaluation criteria. This section therefore includes the following sub-sections: (i) relevance; (ii) effectiveness; (iii) efficiency; (iv) sustainability and (v) lessons learned and views to inform future strategic directions.

Relevance

Alignment and relevance of the three objectives (accountability, learning and promoting an evaluation culture) of the strategy to contribute to the Bank's development effectiveness as well as with international good practice standards and principles was found to be satisfactory. The strategy proposed appropriate actions to achieve these objectives. However, some shortcomings were identified in the lack of definitions of key terms, and also in the design with a weak results framework. Therefore, a rating of satisfactory for the relevance is considered appropriate.

The objectives of the strategy are considered appropriate to the needs of IDEV's main stakeholders, both at the time the strategy was drawn up and also today. This is based on review of documentation and also confirmed during stakeholder interviews. Fundamentally, these objectives encapsulated the shift that the Policy and Strategy sought to bring to the independent evaluation function – adding increased emphasis on learning and evaluation culture in addition to the existing focus on accountability.

The relevance of the objectives of the strategy was established through document review and also during various interviews with key stakeholders. The shift from only accountability to more emphasis on learning and promoting an evaluation culture is considered to be relevant. Stakeholders interviewed (Executive Directors and senior management) expressed

Box 1: IDEV management on relevance of objectives

The shift from a purely accountability objective to more learning and promoting an evaluation culture is appropriate; this has made IDEV less isolated and changed the relationship with the rest of the Bank in a positive way. However, IDEV can still do more in terms of learning and promoting evaluation culture.

that the objectives of the strategy are still relevant in the current context of the Bank, and that even more emphasis should be put on learning, as this is crucial for the Bank to achieve its development effectiveness goal.

The objectives are also well aligned with the Bank's Ten Year strategy 2013-2022 (TYS), which commits to make the Bank a learning organization that will enhance performance through monitoring and measuring impact on development to identify where action is needed⁷. The objectives are also equally consistent to the Bank's current High 5s. Indeed, the High 5s of the Bank are priority areas identified to scale up investment and implementation of the Bank's TYS. The Bank's transformation agenda through the scaling-up of operations in the Hi5

⁷ TYS 2013-2022, p.30

areas includes, more engagement with client countries and delivering more country and regional strategies. IDEV's restructuring and division of labor (product line) have been aligned to the High 5s priorities since 2016.

In addition, document review showed that these objectives are also consistent with the international good practice standards and principles (ECG/DAC). In fact, it is clearly stated in page 5 of the OECD/DAC principles document that: "The main purposes of evaluation are: i) to improve future aid policy, programs and projects through feedback of lessons learned; ii) to provide the basis for accountability, including the provision of information to the public". The independent evaluation strategy links IDEV's work program with the Bank's evaluation policy, which emphasizes the need for evaluation department to be independent. In fact, the development committee task force of the ECG recommended that its member MDBs should conduct and report on evaluations independently. The independence of evaluation units will guarantee impartial and credible evaluations that will contribute to improving performance. The fact that IDEV reports directly to the AfDB's board of directors ensures independence of its evaluation function. The ECG's mandate also aligns well with the objectives of the strategy. Indeed, the ECG activities promote quality, usability and use of evaluation knowledge.

To achieve its objectives, the independent evaluation strategy proposed a set of appropriate actions and activities – the delivery of which are assessed in the section under effectiveness. The shift in direction of the work of IDEV is illustrated in the strategy document and the way in which each product will contribute to the objectives clearly identified as follows:

- More "high-level" evaluations (country, regional, corporate, etc.) as opposed to project level and the elaboration of the evaluation manual was envisaged to support accountability as well as learning.
- In order to deliver expected products mix, IDEV needed to put in place a structure that is conducive of this process, and allow more knowledge management, communication and partnerships development, hence more learning and promoting evaluation culture.
- The foreseen tools (MARS, EVRD, the evaluation manual) were intended to follow-up and learning from evaluations and also ensure the good quality and process of evaluations (manual), therefore supporting learning and the promotion of an evaluation culture.

However, two main weaknesses were identified in the design of the strategy. First reconstruction of the theory of change for the strategy (Annex 1) revealed that the results framework of the strategy did not clearly identify the chain of results between the activities/actions and the expected outcomes (accountability, learning and promoting evaluation culture). However, the design included the assumptions and risks to the implementation of the strategy and mitigating measures were also identified. Second, the results framework was a provisional one, with the objective that this would be revisited and a baseline set. This activity did take place in 2014, although it did not result in regular data collection to ensure annual data would be available and it did not address the fundamental issue on the lack of baseline, so some of the indicators developed at this stage still failed to be appropriate for measuring progress. In addition some indicators had over-ambitious timeline. Inclusion of a provisional rather than well-tested results framework including baseline information was the principal shortcoming.

Effectiveness⁸

The overall assessment of the effectiveness of the strategy is satisfactory, based on the extent to which IDEV put in place systems and tools and delivered evaluation products as envisaged in the strategy. In fact, in some areas, the strategy delivered beyond what was initially intended. During the 5-year period IDEV succeeded in putting in place the structure, resources, systems and tools required to achieve the objectives of the strategy, although at least one important tool was not finalized. In terms of delivery of evaluations; KM, communication and Capacity development, the quantity has clearly increased. An independent assessment of evaluation quality also indicates a similar improvement in evaluation quality. However, some gaps remain to be bridged; for example with regards to stakeholder engagement. The fact that important tools like the evaluation manual and commitment to continue producing PPERs and the delays in PCR/XSR validations as planned were not achieved are reasons why the rating is satisfactory.

Structure, resources, systems and tools

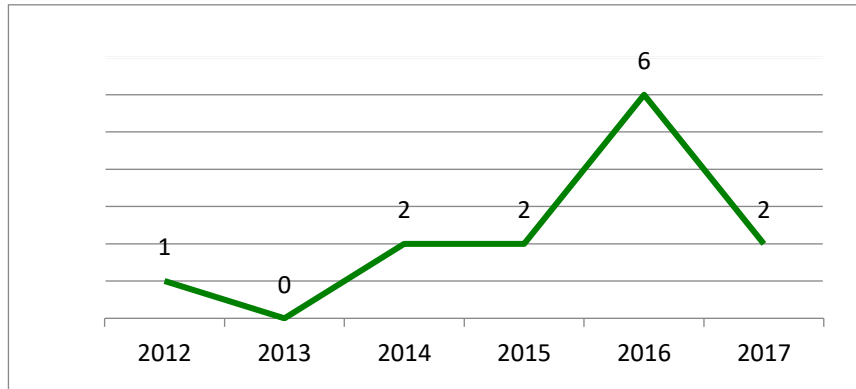
The first component of the effectiveness assessment examined is the extent to which IDEV succeeded in delivering the structure, systems and tools as planned in the strategy. These deliverables were a fundamentally important step towards achieving the strategy's objectives.

The structural changes envisaged in the strategy document – to reduce silos and increase investment in knowledge management and learning - have been delivered:

- IDEV successfully put in place a structure that is conducive of an effective knowledge management and communication, through the creation of a third division in charge of Knowledge Management, Outreach and capacity development. This division has had a manager in place since 2014 and was fully staffed in subsequent years, except in 2017 when two new positions were created but could not be filled due to limitations from the HR Department.
- The division of labor between IDEV 1 and 2 was changed, so that instead of the silo working of one division doing project level and the other “high level” evaluations, irrespective of sector overlaps, the new structure represented that of the structure of the Bank at the time. Then in 2016 IDEV again adjusted the division of labor between the two divisions, to better reflect the new structure of the Bank and the High 5s.
- Between 2012 and 2017, there have been at least two cross-division products/year except for 2013 where there were none⁹. The KM and communications division cuts across all evaluations that are conducted in the department. The peak of cross-divisional working was during delivery of products relating to the CEDR, during this time 6 teams were cross-divisional. Cross-division work has also happened through the internal peer review mechanism.

⁸ Survey responses are used in this section as line of evidence. However, its important to note that responses cannot be representative of all of IDEV's stakeholders. Internal stakeholders are slightly over-represented (20% of respondents versus 14% for externals). IN some questions, statistically significant differences exist among the different stakeholder groups.

⁹ This refers to evaluations for which the team comprised at least one team member from each of the two evaluations divisions of IDEV (IDEV 1 and IDEV 2). The goal was to break silos between the two divisions.

Figure 1: Number of cross-divisional work 2012-2017

Source: IDEV Delivery data

- In 2017 IDEV established three thematic “bucket” groups, which are forums for staff to identify and find solutions to challenges in relation to (i) products; (ii) processes; and (iii) people related issues. Each of the three buckets includes team members from each of the three divisions. However, progress on the groups has been stalled in recent months, although the groups proposed some initiatives; these did not get approval from the management team yet. Initiatives proposed by the groups all aim at improving IDEV’s work and its working environment for the staff.
- Department-wide meetings (in principle held on a weekly basis since 2015) also became the main forum for regular information sharing, rather than separate division meetings.

In terms of human resources, IDEV has increased the diversity and size of its team during the strategy period (mostly through the use of internal consultants). Regarding the reduction of the vacancy rate, this could not be achieved mainly due to factors out of IDEV’s control (HR department constraints). The possibility to follow up on an accreditation scheme was mentioned in the strategy, but this was not materialized. IDEV staff perceives a missed opportunity in terms of capacity strengthening in evaluation.

Despite efforts made, there has not been a significant decrease in the vacancy rate in IDEV over the past 5 years, with a sharp decrease in 2015 and the highest rate being reached in the year 2017. The rate has gone from 12.5% in 2013 to 9% in 2015, 20% in 2016 and 26% in 2017¹⁰. However, the reduction of the vacancy rate was not solely under IDEV’s control, as it depends on the HR department to fill positions. During this period, IDEV has made use of internal consultants and junior consultants to fill the staffing gaps in order to deliver its work programs. IDEV also committed to follow-up on the possibility of an evaluation accreditation scheme,

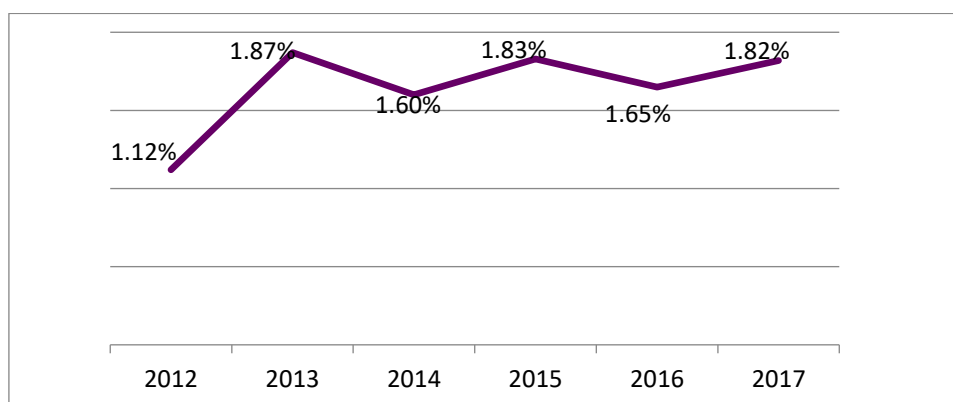
¹⁰ It was not possible for the assessment team to obtain information for the year 2014. The rates are calculated based on information provided from IDEV’s front office on the number of staff and number of vacant positions. It was not possible to obtain official (HR) data.

and it did follow-up although it did not yield results in the end. During focus groups, staff expressed interest in the scheme and was dissatisfied it was not fulfilled. Although management argued that the lack of strong interest from the staff and the amount of work involved resulted in this.

The strategy also proposed more lateral movement of staff including the use of fixed term secondments. IDEV benefited from two incoming secondments: a quality and methods expert from the Dutch Ministry of Foreign Affairs and a knowledge management expert from the World Bank joined IDEV. In terms of outgoing, these have been focused on learning and development assignments within the Bank; there was one such secondment in 2016, and one more in 2017.

Concerning financial resources, IDEV's budget has been relatively stable over the past 3-4 years, although in the graph below it appears to have increased, but this is not in real terms. IDEV also succeeded in mobilizing additional resources, amounting to approximately 9% of IDEV's total budget over the period 2013-2017. Resources were received from various trust funds and other partners to finance specific IDEV activities (evaluations, capacity development and knowledge sharing events). These partners include NORAD, the Gates foundation, Korean trust fund, DFID, Canadian technical cooperation fund, RWSSI TF, the Finish consultancy TF and the Indian technical cooperation fund.

Figure 2: Share of Bank Admin Budget allocated to IDEV 2012-2017



Source: Budget data from IDEV's front office¹¹

Regarding the delivery of systems and tools, IDEV succeeded in putting in place all systems and tools planned (website, MARS, EVRD, quality assurance instruments) except for one that has not been finalized to date (the IDEV manual). Work program identification employed a participatory and consultative process.

¹¹ Calculations made by the authors

In terms of systems, IDEV succeeded in putting in place the promised evaluations lessons and results database (EVRD) which contains all the lessons and recommendations from IDEV evaluations; the management action record system (MARS) which tracks progress in the implementation of actions agreed by Management to respond to IDEV recommendations, and a revamped website, that contains various resources of IDEV. All three platforms are up and functional.

The strategy envisioned to develop IDEV's rolling work programs (WP) based on consultation with stakeholders, to ensure that topics covered are relevant, responsive and timely. In the 2013-2015 work program, IDEV introduced a new approach in its work planning, geared towards a broad based consultative process with stakeholders. The 2014-16 WP is based on the previous with changes made to accommodate the CEDR, and IDEV committed to engaging broad based consultations every two years to guide the selection of evaluation topics. The 2016-2018 was therefore based on consultations with IDEV, Bank staff and beyond. In effect, IDEV work program planning included various phases: desk review of available evaluations (from IDEV and other MDBs), brainstorming session within IDEV, Bank-wide consultation to establish a portfolio of potential evaluation topics. This was followed by a second phase where evaluations were prioritized based on criteria of timeliness, materiality and primary stakeholder interest. Nevertheless, IDEV remains open to taking on ad-hoc requests from Management or the Board, which sometimes leads to postponing some planned evaluations for later years.

The evaluation manual was not finalized and approved, although a draft was made, the document was envisioned to codify in the view of harmonizing key processes and quality standards including quality assurance of evaluations. Despite the lack of evaluation manual, all IDEV evaluations put in place a quality assurance process (especially in the period of the strategy). Thus, from the year 2013, IDEV has assured the quality of its evaluations through the following channels: internal (IDEV) peer reviews, external peer reviews, and reference group. There were differences in how this is addressed in different evaluations; some explicitly included internal and external peer review details in the document, while for others the external peer reviewer was not explicit. The reference group was systematically used, and comprised the Bank country team, or relevant sector department(s). Despite the flexibility, quality assurance has been an integral part of IDEV evaluation processes from 2013 until now. However, no guiding document where all the processes are codified, to ensure consistency and institutionalization of the tools is available yet.

Product mix, quantity and quality of IDEV products and activities

Based on available evidence, IDEV succeeded in delivering both more and better quality evaluations, with a shift in the product mix broadly in line with that envisaged in the strategy. However, due to increased demand for more high level evaluations, project performance evaluation reports (PPERs) both for the private and public sectors were discontinued, and there were delays in completing project completion/extended supervision evaluation notes (PCR - ENs and XSR-ENs). Nevertheless, IDEV undertook over 200 PRAs (project results assessments) over the strategy period, as building blocks for high-level evaluations.

The strategy sought to shift evaluation delivery in three respects: increasing quality and quantity, and also adjusting the product mix – to be more in line with stakeholder needs. In the past 5 years, IDEV has broadly suc-

ceeded in delivering the mix of products it envisaged in its strategy document. These include significant increases in high-level evaluations; undertaking new types of products such as impact evaluation, increases in sector/thematic and also regional strategy evaluations.

While delivery of high-level evaluations went from strength to strength, focus on project performance evaluations as well as PCR/XSR validations decreased:

- ⇒ The strategy envisaged a reduction of stand-alone project level evaluations (PPERs) for the public sector, and continuation for the private sector. In practice, none were produced at all after 2013. However, although there were no PPERs delivered during this period, IDEV has produced over 200 project results assessments (PRAs) that have fed into higher-level evaluations such as country level, regional, corporate and sector/thematic types of evaluation, and which responds to demands from the Board for a greater focus on results. In addition, the number of projects evaluated within the context of “cluster evaluations” far exceeds the number of PPERs previously being conducted, and are grouped together in order to maximize learning. However, no-such clusters focused on private sector operations have taken place, leaving non-sovereign operations (NSOs) less well covered, despite the strategy’s expectations that project level work on NSO was higher priority than for the public sector.
- ⇒ In terms of coverage of the project completion reports, IDEV has fallen behind schedule. Initial plans – in the 2014-16 work program - to validate on a sample basis were met, albeit later than planned. IDEV sought to validate 50 PCRs in 2014 and 30 PCRs in 2015 and 2016, and 25 XRS each year. In effect, IDEV delivered 124% of the PCR validations due in 2013; while it delivered 96% in 2014 and 77% for 2015 (these validations were conducted between 2015 and 2017)¹². Validations for 2016 and 2017 are not yet completed. In terms of XSRs, there has been 64%, 91% and 100% validation respectively for the years 2013, 2014 and 2015. In 2018, IDEV is now seeking to catch up on 2016 validations, a backlog which was raised in the 2017 audit. This delay may be explained by resource constraints and the fact that more priority was given to high-level evaluations in recent years, in particular the CEDR, a major undertaking that was not foreseen at the time of the Strategy.

Staff focus groups emphasized that PCR/XSR validation process is not streamlined and efficient to allow maximizing and increasing their usefulness and value for money. Staff felt the current approach involved a relatively large amount of time, for little added value, especially since few people read the validation notes and they have not been systematically reported to the Board (no synthesis is done). From the point of view of IDEV management, PCR/XSR review notes provide a good opportunity for accountability and also learning especially for the design of new operations, provided they are delivered in a timely manner; and there is also a need to communicate more on the product within the Bank. A discussion was initiated last year in IDEV and a briefing note on

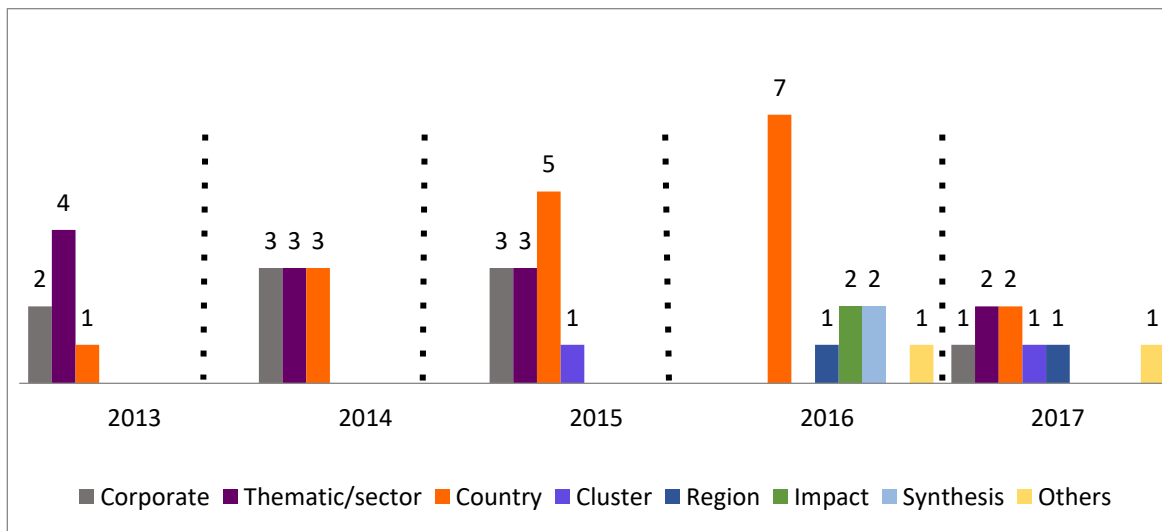
¹² The information was provided by the IDEV team working on PCR/XSR validation notes

how best can validations be done and streamlined was produced as a result. However, no follow-up was made since then.

In general, key stakeholders interviewed perceived the current mix of products to be appropriate, although opinions differed by stakeholder group on which were most useful. While senior management consulted feel that more emphasis should be given to country and regional strategy evaluations, which have been used in the past in designing new strategies; members of the Board feel that IDEV should conduct more corporate and thematic/sector evaluations – based on their keen interest in the CEDR and recent evaluations of human resource management and the agriculture value chain development evaluation. Nonetheless, IDEV should ensure to strike the balance between its mix of products and the needs of IDEV’s different clients.

As per the strategy’s expectations, the number of “high level” evaluations delivered has significantly increased during the strategy period. From 2013 until 2017, IDEV succeeded as planned to increase the number of products it delivers, exceeding the annual target of 90% of planned deliveries except for the year 2014 and 2017 when it achieved 75%¹³. Pre-2013 annual deliveries ranged from 3 to 6 ‘high-level’ evaluations (2010-2012). As figure 3 below shows the total number of deliveries rose year on year and plateaued at 13 deliveries in 2016, with a drop in deliveries in 2017. IDEV management provided two main reasons for this drop (i) staffing gaps; (ii) the dominance of the CEDR in 2016, meaning that fewer other evaluations were initiated in that year, and therefore less delivered in 2017.

Figure 3: Evaluation delivery by type and number 2013-2017



Note: Graph excludes PCR/XSR validations

¹³ Delivery information doesn't include project level evaluations or PCR/XSR review notes

The evaluation type with the greatest increase was the country and strategy program evaluations (CSPEs). The strategy did envisage an increase for CSPEs, however the increase was sharper than for other evaluation types because CSPEs were used as the building blocks for the CEDR, hence why their numbers were high in 2015 and 2016 in particular. However, 2017 deliveries showed IDEV returning to a much more diverse set of evaluations delivered, a trend continued in the 2018 work-program.

Stakeholder views indicate that the current number of evaluations delivered is sufficient. Further increases were not suggested by any of those interviewed. Indeed, some stakeholders interviewed raised concerns regarding the Bank's capacity to absorb all the knowledge that is being produced through IDEV's evaluations, hence the need for IDEV to find the right balance in terms of quantity.

In terms of quality, the evidence from the quality assessment exercise clearly indicated an overall improvement as well as some specific areas where weaknesses persist. This was based on an independent assessment of a sample of IDEV evaluations (box 2) and supported by stakeholder views (interviews and online survey).

Box 2: The quality assessment exercise

The quality assessment of a sample of 22 IDEV evaluations (including 9 for the period 2009-2012 and 13 for 2015-2017) that were rated based on 26 criteria was conducted by independent external consultants (Universalialia) - to ensure a solid and credible assessment and avoid any type of conflict of interest. The 26 criteria were based on international good practice standards of evaluation, and were divided among 4 clusters (as can be seen in the graph below and each individual criterion was rated on a 4-point scale. This data was used to calculate averages and also the share of evaluations achieving a least satisfactory in each period, and by cluster was well at the global level.

The approach taken involved 3 steps: i) each evaluation is reviewed by two assessors individually, ii) the two assessments are consolidated into one by the two

Overall the quality assessment found that evaluations from the more recent period (2015-2017) were of a higher quality than those from the pre-strategy period. For evaluations from the more recent period, 80% of the individual criteria were rated satisfactory or highly satisfactory, compared to 58% from the pre-strategy period (Figure 4). The most notable change in quality is identified in this graph (figure 4) in thematic and country evaluations.

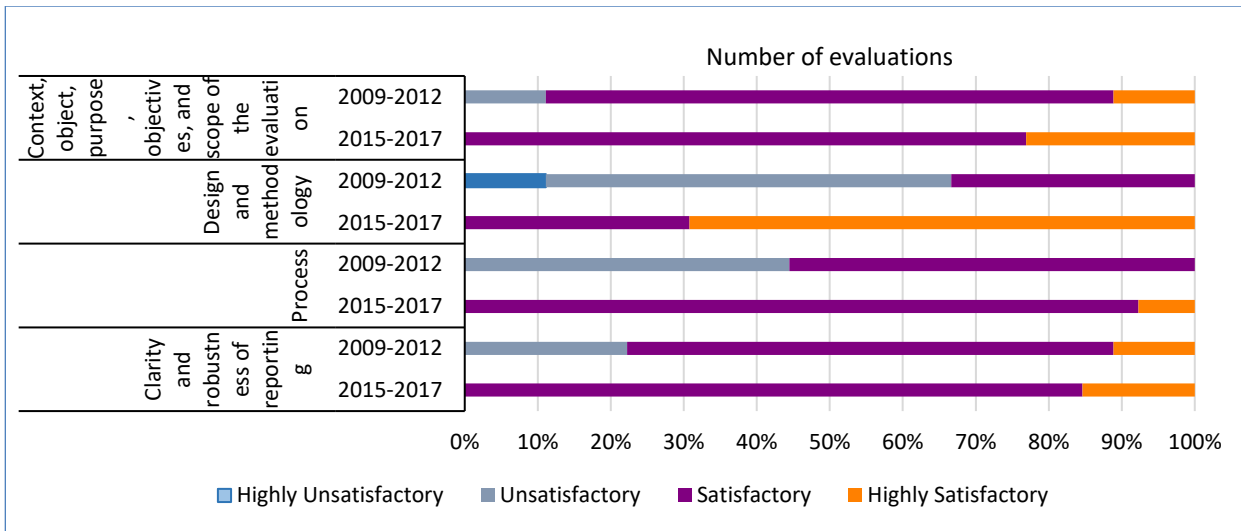
Figure 4: Percentage of assessment criteria rated satisfactory or higher



Source: Universalia quality assessment of IDEV evaluation products

Looking at average scores in each of the four clusters of criteria, the only unsatisfactory and highly unsatisfactory ratings related to evaluations from the earlier period (Figure 5). The areas in which the greatest improvement were evident when comparing the two periods are (i) design and methodology and (ii) evaluation process.

Figure 5: Comparison of average cluster ratings by period, all evaluations (1st period n=9, 2nd period n=13)



Source: IDEV online stakeholder survey 2018

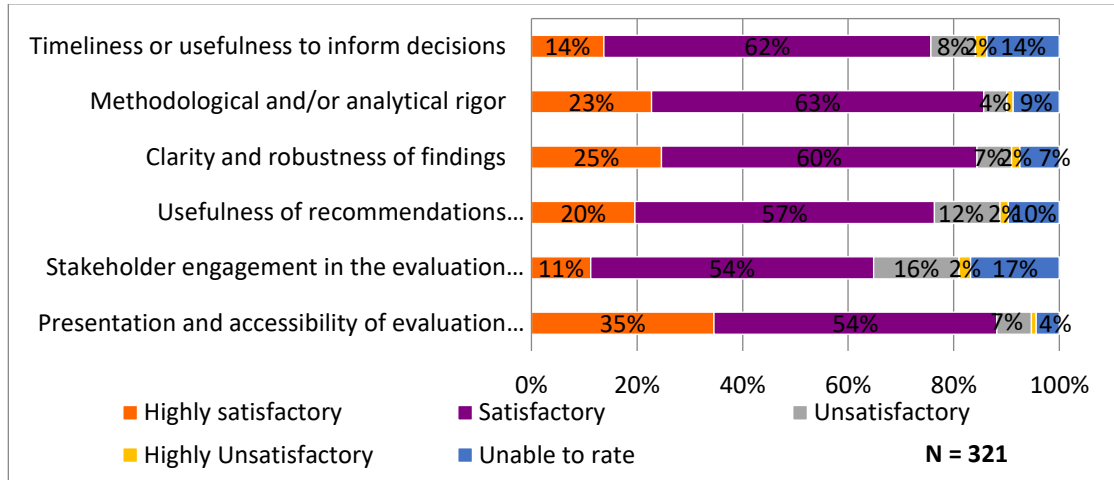
Despite the positive overview regarding the quality of evaluations, the QA also highlighted specific weaknesses¹⁴ – where not all contemporary evaluations were achieving the satisfactory bar. Five areas in particular were highlighted:

- (i) Consideration of relevant cross-cutting issues in IDEV evaluations: The inclusion of cross-cutting issues varied across evaluations and in some cases, relevant cross cutting issues that should have been included were not. Even in the case of corporate evaluations, the assessment pointed to missed opportunities to integrate cross-cutting issues on a selective basis. On this criterion, 53% of the second period evaluations were rated satisfactory or higher, while only 33% of the first period evaluations were satisfactory or higher.
- (ii) Explicit acknowledgement of OECD/DAC principles of evaluation: Very few evaluations or their design documents referred explicitly to the principles of independence, impartiality, ethics, coordination and alignment, partnership and capacity development. For this criterion, only 15% of second period evaluations were rated satisfactory or higher, while there was none satisfactory or higher for the first period.
- (iii) Clear referencing and explanation of data sources: Another aspect of IDEV evaluations in relation the clarity and robustness of reporting such as the explicit identification of evaluation data sources were noted as weak across all sample of evaluation reviewed.
- (iv) Stakeholder engagement: Despite an increase in communication of evaluation findings, the assessment noted weaknesses in initial stakeholder mapping and clarity in design documents as to how stakeholders are to be engaged. For first period evaluations 78% were rated satisfactory or higher while the rate for the second period (more recent evaluations) is only 68%.
- (v) Categorization and presentation of conclusions, lessons, and recommendations: The assessment found some inconsistencies with some evaluations confusing conclusions and lessons and some having generic rather than SMART recommendations. Although 12 of 13 evaluations in the second period were rated satisfactory+ for recommendations, the assessment flagged an issue with regard the distinction between findings, conclusions and lessons learned.

Stakeholders (survey + interviews) also perceived an improvement in quality. All interviewees reported being satisfied with the overall quality of more recent IDEV evaluations, notwithstanding specific weaknesses identified (see below). From the online survey, all dimensions of quality - including the methodology, actionability of recommendations, clarity of reporting are considered at least satisfactory by at least 75% of respondents – with the sole exception of stakeholder engagement, on which 18% of respondents had negative views.

The sharper increase being identified in terms of presentations and accessibility of evaluations, followed by the clarity and robustness of findings.

¹⁴ See Annex for full list of recommendations from the Quality assessment exercise

Figure 6: Stakeholder perception about quality of evaluation

Source: IDEV online stakeholder survey 2018

The online survey also confirmed that the quality of evaluations improved over the last five years as illustrated in the figure above. However, in general as highlighted in the survey report, there are differences among stakeholder groups, whereby externals are slightly more satisfied with quality than internal stakeholders.

However, it was not possible to attribute enhancement in quality to the strategy alone. IDEV staff mentioned during the focus groups that this increase in the quality of evaluations could be also explained by the increase in IDEV's budget over the strategy period compared to pre-strategy period; by the quality assurance measures (mentioned above) that were put in place, as well as increased experience of IDEV evaluators, and a learning feedback loop. IDEV management putting a strong emphasis on delivering products with good quality can also explain quality improvement overall.

Knowledge sharing and communication activities

Since the creation of the division in charge of knowledge management and communication, IDEV succeeded in enhancing its activities in terms of knowledge management and communication, in some cases went beyond what was expected. Stakeholder perceptions indicated that the quality has been overall satisfactory although weaknesses were identified in terms of communicating what information is available through systems like EVRD, MARS and the website, and stakeholder engagement for knowledge sharing within the Bank.

From 2013, until now, with the creation of the KM and communications division, there has been considerable increase in knowledge sharing activities and initiatives. The creation of a new, independent website, the EVRD platform for sharing results from evaluations, IDEV's new presence on social media (twitter); all this to ensure that knowledge is shared widely. IDEV also introduced new ways of sharing knowledge from its evaluation, such as briefs, highlights, podcasts and online videos/animations.

In terms of delivery of knowledge products and activities the Work Program (2014-2016) planned to deliver 20 Knowledge sharing events (ECoP, Evaluation Week, and other learning events) over the three-year period. According to the annual reports, there were 28 knowledge events delivered, which is 145% of what was planned in the rolling WP. In addition, hundreds of knowledge products including evaluation briefs and highlights and editions of Evaluation Matters have been produced and disseminated. Innovations such as Executive summaries, podcasts and videos – not foreseen in the Strategy – were introduced and successfully deployed. Major events not foreseen in the strategy organized included the Baobab Forum in 2015 and multiple regional knowledge sharing events in RMCs, such as the two events on Private Sector Development in Nairobi and Pretoria in 2017.

By far the biggest type of knowledge sharing event that IDEV has organized is Evaluation Week, which has so far been held twice, once in Tunis in (2013) and once in Abidjan (in 2016). These events bring over 250 people together to discuss development evaluation related issues. Such events have contributed to increasing IDEV's visibility in the Bank and also in the continent. In addition, IDEV has also put in place the Evaluation Matters quarterly magazine, which has between 2013 and 2017 delivered 17 issues in total.

IDEV has made efforts in recent years to ensure that knowledge sharing and communication is an integral part of each of IDEV's evaluations. The quality assessment confirmed that 92% of evaluations from the sample in the later period scored satisfactory or higher in the dissemination of findings, compared to 67% for the earlier period. In addition, there was at least one knowledge product created for each evaluation (Brief, highlight, etc.) during the evaluation period. IDEV staff also made presentations about specific evaluations inside and outside the Bank, including at evaluation conferences and ADF meetings. Recently IDEV introduced capitalization workshops with relevant sector departments following an evaluation. These are intended to encourage uptake of lessons learned by the respective departments.

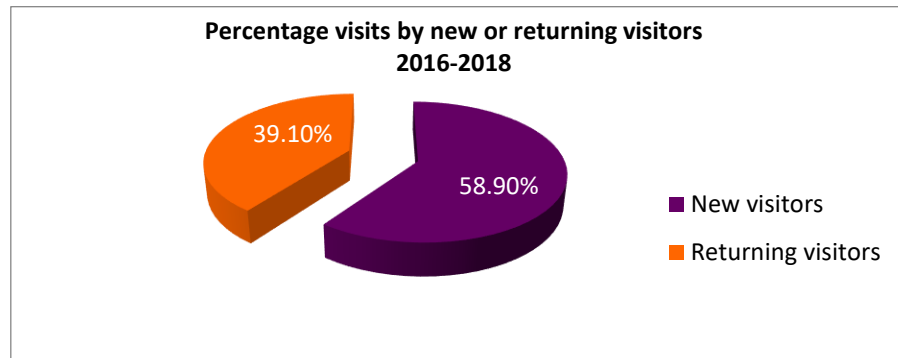
Box 3: What IDEV staff said about Knowledge management

IDEV has made considerable efforts in associating the knowledge management officer from the start of the evaluation cycle, but there is still room for improvement, as this doesn't systematically happen for all evaluations. In cases where KM staff is not involved from the start, there is a risk of missing an opportunity in terms of identifying key target audiences, exploring options for dissemination and

The dissemination plans for evaluations during the second period included information such as target audiences for the various communication products and in some cases a timeline and responsible person for the activities. This was considered a good practice that IDEV should continue implementing in all its evaluations. The criterion regarding the dissemination of findings scored 92% satisfactory or higher in the second period, compared to 67% for the first period.

In addition, more efforts were made in terms of visibility and sharing through the new IDEV website, that is now fully independent (IDEV manages the content itself and is no longer dependent on the Bank's Communication Department) and that has seen a significant increase in the number of visitors with a total of 17,269 between 2016-2018.¹⁵

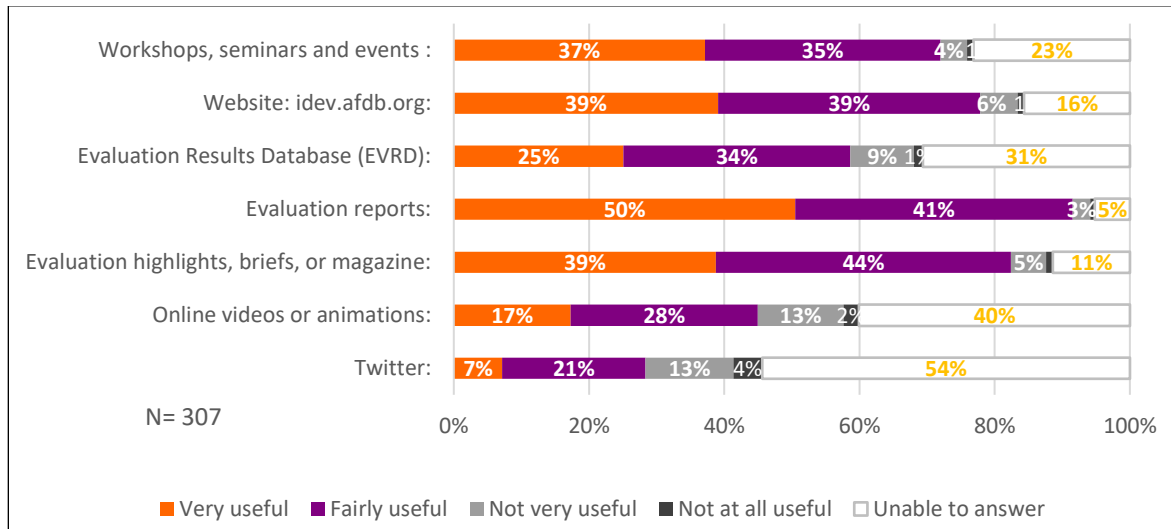
Figure 7: Type of visits to the website (2016-2018)



Source of data: IT department google analytics

Based on survey responses and interviews, although IDEV dissemination and communication channels are appreciated, some gaps remain in terms of communication of evaluation results to stakeholders and awareness about some systems that exist (EVRD, website, etc.). Survey respondents found the most useful channels of dissemination to be: (i) evaluation reports, with 50% finding this very useful and 41% fairly useful (Figure 8); (ii) evaluation briefs and highlights; and (iii) workshops, seminars and other knowledge sharing events. It is the more innovative channels of communication, such as videos, that have so far not reached such a broad audience (Figure 8); this may be due to the fact that their use is fairly recent by IDEV.

¹⁵ Information from the IT department could only be obtained from the year 2016 until now.

Figure 8: Stakeholder views on communication channels

Source: IDEV online stakeholder survey 2018

Evaluation capacity development in RMCs (Regional Member Countries) and in the Bank

Evaluation capacity development has increased since the strategy was approved in 2013 and a staff member was made responsible for managing those activities. Most stakeholders perceive these activities to be relevant and of good quality. However some weaknesses identified are related to perceived insufficient interaction with stakeholders (internal and external), lack of consistency in trainings provided, as well as the lack of proper planning internally.

Before IDEV's evaluation strategy and its new directions in 2013, there were only limited ad-hoc efforts in terms of capacity development in RMCs, as shown by the 2012 self-assessment of the independent evaluation function. There have been at least 30 capacity development activities organized between 2013-2017¹⁶ in the Bank and RMCs. The strategy clearly outlined an intention to contribute in this area and to do so by “supporting policy makers in RMCs to develop their national evaluation systems and drawing clear roadmaps on how to build a sound evaluation function in the government, and advising and supporting in implementing these roadmaps”, not simply providing a few trainings, and by tasking one division in IDEV to lead this work. That division launched a pilot in strengthening national evaluation systems in two countries - Tanzania and Ethiopia - in 2013. Activities in these two countries have been ongoing right through to the end of the strategy period.

¹⁶ The target at the time the strategy was elaborated was 90% of planned activities. However, it has been difficult for the team to establish this due to lack of coherent information on planning. Also, the support to Ethiopia and Tanzania is demand-driven, so the planning is not within IDEV's control but rather responds to requests from the countries. Therefore reporting is mostly on what was delivered.

As yet, IDEV has not embarked on similar programs in other countries, although it has explored the possibility of doing so. As per the strategy, this pilot aims to address system issues by providing diagnostic studies on the state of monitoring and evaluation and providing assistance in the following areas: developing an evaluation policy and evaluation strategy, developing evaluation frameworks and guidance, skills development and advocacy for creating demand for evaluation.

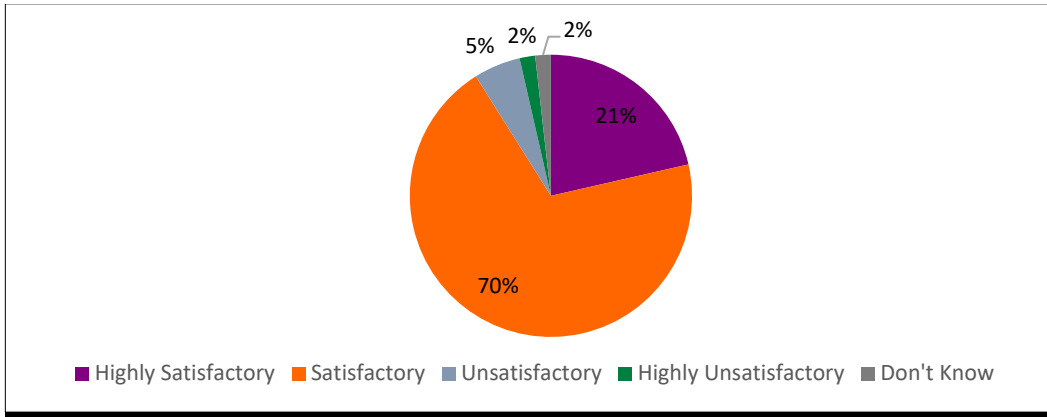
Feedback from stakeholders in Ethiopia has been broadly positive, with the national evaluation policy having been finalized on the basis of inputs from the IDEV diagnostic. Other deliverables include trainings provided. The pilot has also demonstrated the importance of country ownership in getting traction for this kind of work, and the importance of medium term engagement. Implementation in Tanzania is lagging a little behind, and some contextual factors such as repeated changes in government, administration and responsibilities delayed implementation and roll-out. IDEV has been working with the country to get a work plan approved and to initiate activities.

In addition, IDEV is also supporting a number of initiatives across the continent that was not foreseen in the Strategy, including EPRADI (Evaluation platform for regional African development institutions), APNODE (African Parliamentarians' Network on Development Evaluation), AfrEA (African Evaluation Association) and Twende Mbele (South-South partnership for improved government performance and accountability). IDEV has also developed strategic partnerships with the Centers for Learning on Evaluation and Results (CLEAR) and the International Initiative for Impact Evaluation (3ie), as well as launched an online ECoP for evaluators.

IDEV helped to establish and is strongly supporting the African Parliamentarians' Network on Development Evaluation (APNODE), aimed at promoting an evaluation culture and evidence-based decision-making. It supports the network by providing technical assistance, funding, administrative support, knowledge management, trainings, sponsorships, etc. The network has succeeded in raising awareness among parliamentarians; it currently comprises over 60 members from 20 countries and has also succeeded in drawing up a strategic plan, which was validated by the Annual General Meeting in July 2017. The members of the network have expressed their satisfaction with the support provided by IDEV. In addition, IDEV has also built partnerships with organizations such as CLEAR, RFE, UNICEF and UN Women.

On the quality and usefulness of ECD activities, 70% of the respondents to the survey who received CD from IDEV agreed that they have been satisfied with the CD received, while 21% are highly satisfied as can be seen in the graph below.

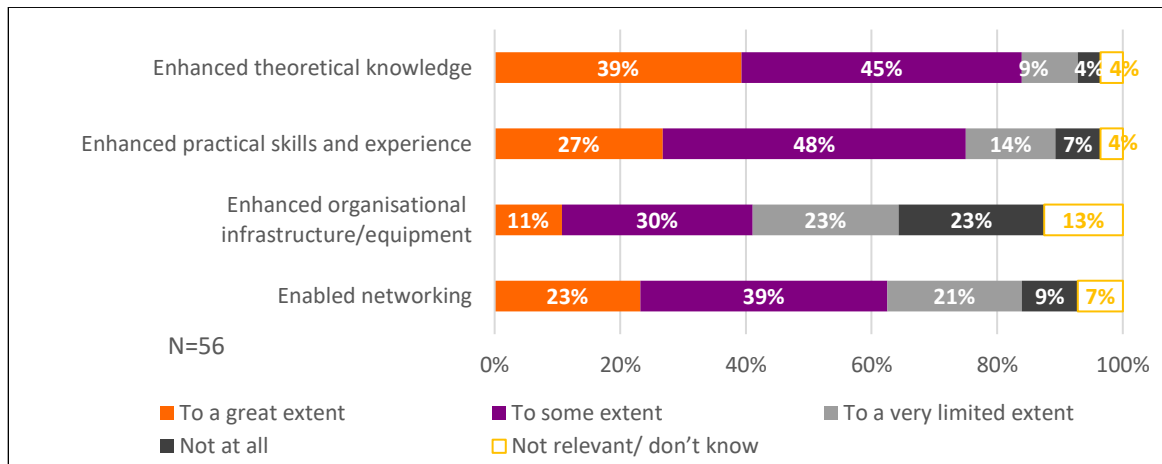
Figure 9: Stakeholder views on usefulness of capacity development activities



Source: IDEV online stakeholder survey 2018

Some beneficiaries of IDEV ECD activities reported that these activities contributed to increase their theoretical knowledge, practical skills and experience as well as enabled networking. The graph below illustrates the perceived contribution of capacity development to various aspects of their activities – with enhanced theoretical knowledge the most frequent positive response.

Figure 10: Stakeholder views on perceived contribution from capacity development



Source: IDEV online stakeholder survey 2018

Interviews with EDs and senior management highlighted their lack of awareness of what IDEV does in CD in RMCs, but they confirmed the relevance and the importance of IDEV’s contribution to capacity development in evaluation in RMCs. This is in marked contrast to opinions in 2013, when the Strategy was adopted, and when CODE instructed that ECD in RMCs should be a low priority for IDEV (coming only after producing and disseminating evaluations, and development evaluation capacity within the Bank) and should be funded only through trust funds, not the Bank’s administrative budget.

Capacity Development in IDEV

Over the strategy period, IDEV increased its training and capacity development for its staff. In total there were over 30 professional trainings and other learning events in IDEV; a considerable increase compared to previous years. Annual training plans were drawn up on the basis of needs and preferences expressed by IDEV staff, following consultation. Training topics were selected based on staff's expressed needs followed by a vote to identify the highest ranked trainings. From the year 2017, IDEV has also introduced self-learning activities in the form of webinars or live discussions, and held 3 of these so far. These are conducted by IDEV staff including consultants. This contributes to capitalizing on existing knowledge within the department by creating the space for IDEV staff to present on topics they have expertise on or are interested in.

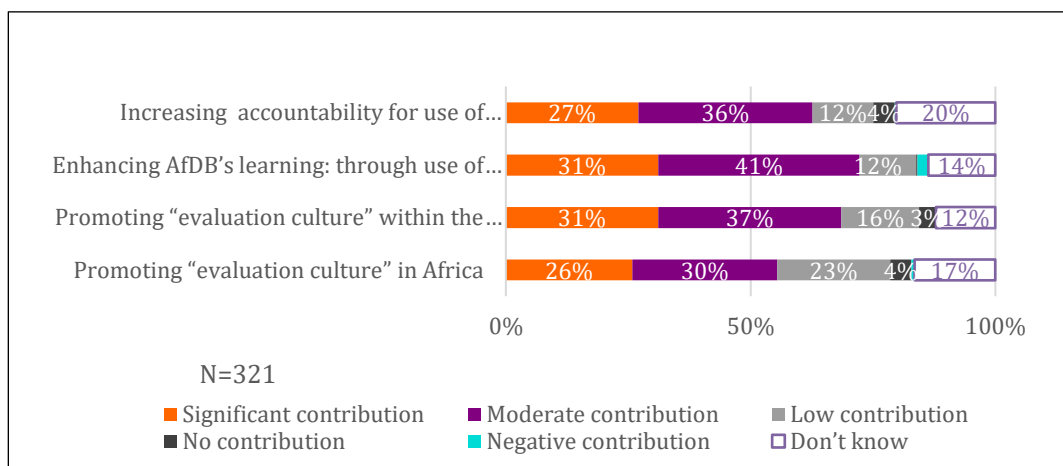
However some staff during focus groups expressed that the strategy did not deliver as expected on the capacity development within the department. There was a missed opportunity here to strengthen staff capacity in some key skills relevant to IDEV's work. IDEV management disagreed with this view, and argued having responded to needs expressed by the staff itself.

Contribution to accountability, learning and promoting an evaluation culture.

Although not assessed comprehensively in this self-assessment, there are indications regarding the degree to which IDEV has contributed to achievement of the overall objectives of accountability, learning and promoting an evaluation culture. This is based on stakeholder perceptions, implementation of recommendations and use of evaluation knowledge.

On general stakeholder perception, the survey responses showed that 63% of stakeholders perceived a significant or moderate contribution to the objective of increasing accountability; while 72 % for enhancing learning and 68% for promoting evaluation culture within the Bank and 26% outside of the Bank. In interviews and in focus groups, stakeholders reported that IDEV has improved on the learning side, but it will need to redouble its efforts in this area, as there is still need for improvement.

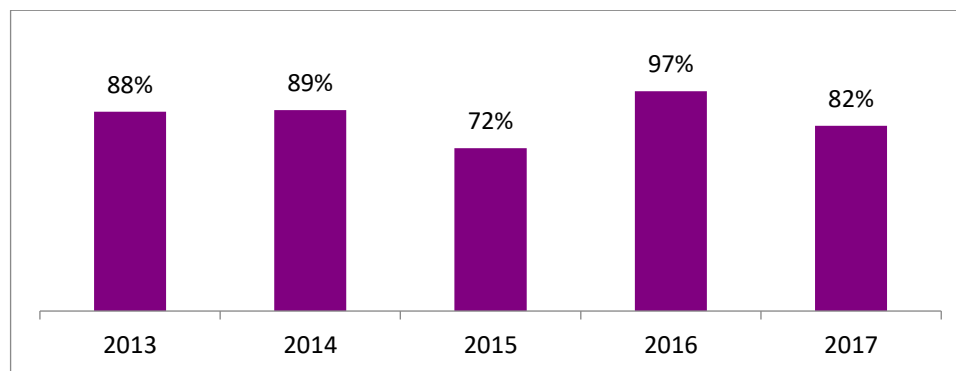
Figure 11: Stakeholders perception on contribution to increased accountability, learning and promoting evaluation culture



Source: IDEV online stakeholder survey 2018

An important mechanism contributing to learning and accountability, and to some extent evaluation culture, is the follow up of IDEV recommendations. The establishment of MARS was fundamentally important in this regard, though IDEV has not yet validated management's reporting on actions implemented. Over the period 2013-2017, there were in total 363 recommendations recorded in the MARS system. In general, the share of recommendations agreed is higher than 80% in all cases except for the year 2015 (72%) as illustrated in the figure below. On average, agreement of recommendations was slightly lower in corporate evaluations compared to other evaluation types.

Figure 12: Share of agreed recommendations 2013-2017

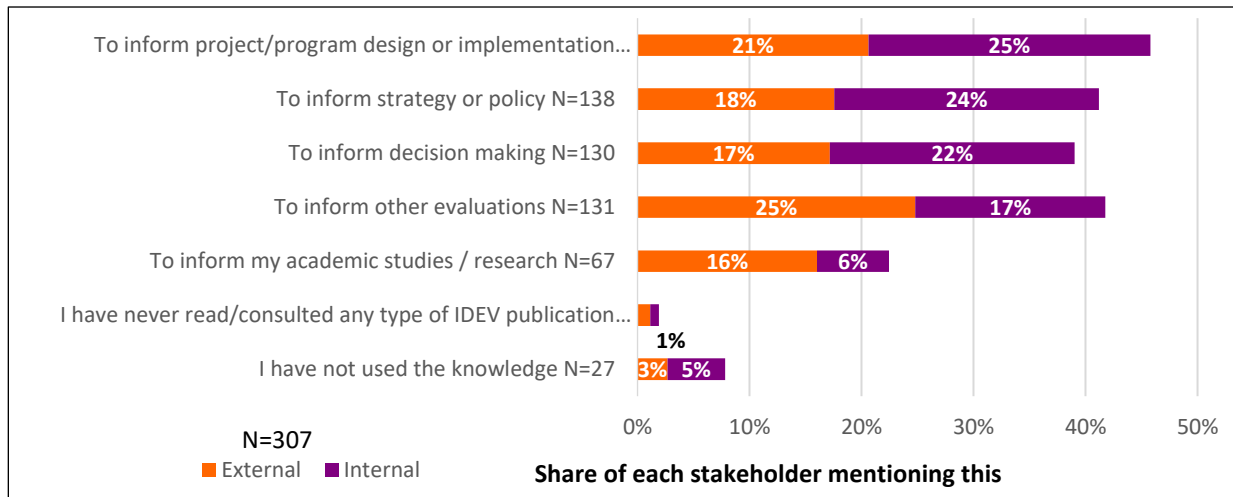


Source of data: MARS platform

In terms of level of implementation of recommendations, the MARS flashlight report dated March 2018 shows the status of implementation of 692 actions that respond to 363 recommendations. 51% of actions are reported as completed, 39% in progress while 10% are yet to be started. Management's reporting to the Board on progress in implementation of agreed actions in response to recommendations has provided Board members with an important accountability tool. In addition, IDEV's 2018 work program included a plan to validate management reporting on these actions, although this had not started at the time of writing. It's important to note that MARS is critical not only for accountability but also as a means to promote evaluation culture in the Bank.

In terms of use of IDEV evaluations, the graph below shows how stakeholders self-reported on putting evaluation knowledge to use, including how knowledge has been used by internal versus external stakeholders. Less than 10% of respondents said they had not used IDEV generated knowledge at all. The most frequent internal responses were using evaluation knowledge to inform project or program design, to inform a strategy or policy. For external respondents the most frequent way in which IDEV evaluations were used is to inform other evaluations.

Figure 13: Stakeholder use of IDEV evaluations



Source: Online stakeholder survey

Efficiency

Overall, efficiency has been satisfactory although some weaknesses were identified. In terms of timely delivery, the planned systems were delivered but later than anticipated. However delivery of systems (EVRD, MARS, Website) was due to unrealistic timeline set during the design of the strategy. Regarding evaluations, a large number was delivered in the year planned, although there were some notable slippages. In terms of cost-efficiency, the proxy used was the average cost of evaluation (including consultants and staff cost, missions, etc.) and this reduced from 2013 to 2016. The objective in terms of budget execution rate was achieved in some years during the period; however, there was no evidence of consistent budget planning and management across evaluations.

In terms of timely delivery of tools, systems and structure, based on document review:

- The new structure was in place as planned before the end of 2013, through the creation of the new division, although the manager joined in mid-2014.

- Delivery of the independent website, the revamped EVRD and the MARS platform were all planned for the end of 2013, but were only delivered in 2015¹⁷. However, the timeline for delivery by end of 2013 was unrealistic for these to be in place – particularly those that involved other departments such as Communications and IT, and designing and testing new computer applications from scratch.

In terms of timely¹⁸ delivery of evaluations, for the years 2013-2017, the team verified the delivery time for 41 of the 49 evaluations delivered in total¹⁹. The result showed that at least 76% of evaluations were delivered within 12-18 months. Delivery here refers to the time the evaluation was sent to management response or the date on the summary report of the evaluation. As mentioned by many during interviews and also in survey responses IDEV evaluations have been delivered on a timely basis to inform new process (CSP, Regional strategies). However, major slippages were noted in 4 cases where the evaluation took 2-3 years. The fact that not all evaluations are planned with a detailed project implementation plan, which management can then use to hold staff accountable for timely delivery, was cited by some staff and management as an enabling factor for slippage. Some evaluations that had the potential to bring significant change missed a momentum and could not feed into new policies/strategies. Stakeholders perceived this as a missed opportunity for IDEV and also for the Bank to improve its operations in some cases.

Concerning the KM and ECD activities and events, it was challenging for the team to establish the timeliness of events. Therefore this indicator was not considered in the final rating of the efficiency.

In terms of efficient management of resources, IDEV exceeded the target budget execution rate of 95% in 2013 (96%) and 2016 (97%)²⁰. However, although the target was not reached for the other years, the ratio was at least above 90%. IDEV management argued that if failure to reach the target execution rate is due to cost savings then this could not be considered a weakness, but the team could not ascertain this.

Regarding cost-efficiency of evaluations, the assessment team calculated the average cost of an evaluation as a proxy (based on the total budget for Division 1 and 2²¹), and there seems to be a reduction of this cost over time, from 2013 until 2016, as shown in the graph below. However, it is important to note that the data used for the graph below includes the cost for all types of evaluations IDEV undertook during the period (including PPERs for earlier years, and PCR/XSR validations).

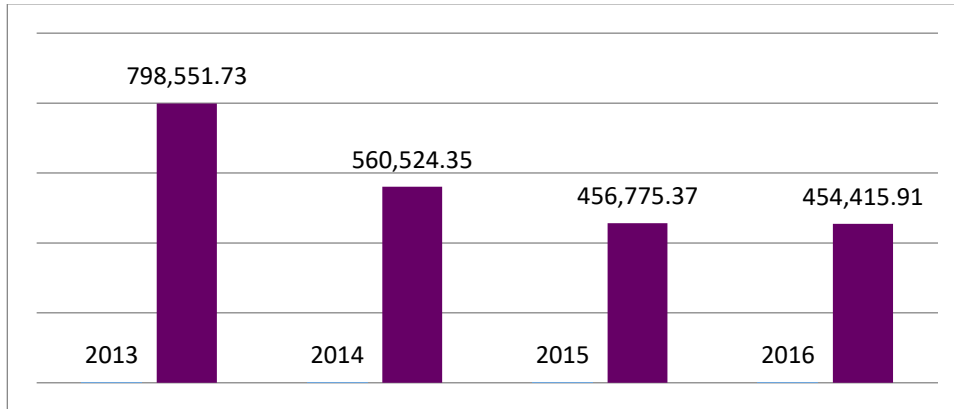
¹⁷ See Annual report 2014, and 2015

¹⁸ Concerning the time between planned and delivery of evaluations, please note that in the IDEV WPs planned date for an evaluation refers to the launching year not delivery year (See WP 2014-16, P2). Given that each evaluation takes approximately a year to a year and half, we considered that evaluations that started in a given year should all be completed by the end of the following year. For example, for an evaluation launched in June 2013, the completion is expected by end of 2014.

¹⁹ This was determined by examining either when the concept note or approach paper was done (year) or the year in which the evaluation was launched; and the delivery of the evaluation as the date it was sent for Management Response or the date of the summary report in some cases.

²⁰ Based on authors calculation on the basis of budget information provided by IDEV's front office. The evaluation team did not have the information for the year 2017.

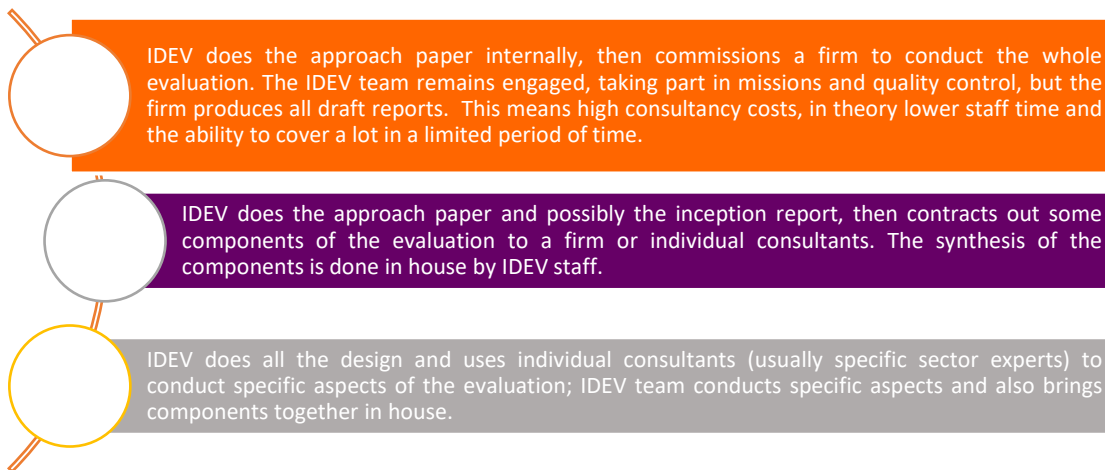
²¹ Cost here includes staff as well as consultancy cost and mission

Figure 14: Estimated average cost of an evaluation (UA)

Source of data: IDEV budget information

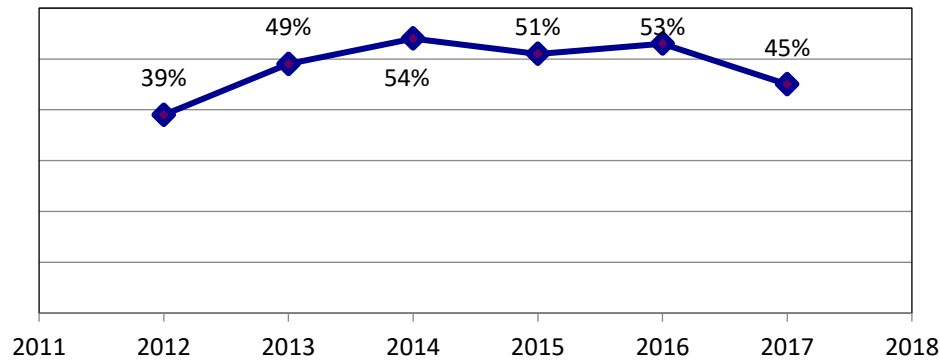
In terms of budget estimation and management, IDEV management indicated that since each evaluation is necessarily different, budget planning is at the level of the evaluation task manager, who has to justify the budget and procurement model (where appropriate) during planning stages. However, there was currently no system in place to ensure that all task managers base budget planning on the same realistic unit-cost assumptions. Focus groups with staff highlighted a perceived inconsistency in budget allocation and justification across evaluations, but this could not be triangulated robustly with quantitative data.

Another factor determining the cost of evaluations was the fact that IDEV uses different implementation/procurement options for its assignments. This allowed flexibility to suit both different evaluation scopes and timelines. The three options are illustrated through the figure below.

Figure 15: Evaluation implementation options

Regarding the use of consultants, the strategy foresaw a reduction of the share of consultancy budget in IDEV's total budget. This was not reduced consistently over the years; rather there were highs and lows, as illustrated in the figure below. Delivery of the Comprehensive Evaluation of Development Results in 2016, as well as inability to reduce the staff vacancy rate contributed to this.

Figure 16: Share of consultancy cost to IDEV's total Budget 2012-2017



Source of data: IDEV Budget from the front office

Sustainability

Prospects for sustainability are found to be satisfactory, based on assessment of the extent to which (i) IDEV has institutionalized its systems and tools; and (ii) current stakeholder demand supports IDEV's current approach and broadly continuing in the same direction. Although quality assurance processes are well owned by IDEV staff, they are not yet completely institutionalized. This in addition of other minor risks associated with the existing tools, are reasons why sustainability is satisfactory.

Ownership and political sustainability

In terms of the sustainability of tools developed, although quality assurance instruments were used, these are not codified in a manual or handbook; hence, processes to ensure quality of evaluations are not yet fully institutionalized. Although IDEV staff have applied these instruments across evaluations. Stakeholder interviews and Staff views during the focus groups, point to the support in continued improvement of quality as opposed to quantity, and in continued engagement with other Bank departments. They also emphasized the need to capitalize on the tools and systems such as EVRD and the Website, to increase the use of evaluative knowledge. In terms of KM, communication and capacity development, the Board members and senior Management interviewed, found these activities to be very important for the Bank's work.

Financial sustainability

Subject to similar levels of finance, IDEV should be able to sustain similar quantities of deliveries each year. No stakeholder group was found to believe that the number of deliveries should increase further. Rather the focus for further improvements was on quality and timeliness of evaluations. In terms of knowledge sharing and capacity development (in RMCs), IDEV largely finances these activities on funding from partners, and not on the Bank administrative budget. Therefore these activities are very much dependent on the continued interest and funding from these donors. This is considered a minor threat only to the maintenance of ECD activities.

Institutional sustainability

The systems developed by IDEV to support its implementation of the strategy, namely the website, MARS, EVRD, work program consultation process are all likely to be sustainable. This is because appropriate systems are in place to ensure their maintenance, and relatively low costs involved in doing so now that they are established. In the case of EVRD the application was developed internally and is maintained internally, however there is one staff member in charge, which opens a risk in terms of institutional sustainability. In the case of MARS, the application was developed with some external assistance however, it is maintained and rolled out by the Bank's IT department. There is very little risk that turnover of individuals would threaten effective use of the MARS system. Similarly with the IDEV website, the fact that it was developed internally by Bank staff, with updating rights given to various IDEV staff and easily changed should underwrite continued operation of the website. The decision to host it within the AfDB website, may have limited technical possibilities in its development but bodes well for its sustainability in coming years.

4. Conclusions

Overall, conducting this self-assessment was useful to take stock of where progress were made and the areas needing more focus and interest in the future. A participatory approach of the self-assessment ensured that the entire IDEV team provided their views at different stages of the process. The strategy implementation was a team effort and, as such, involvement of the team during its assessment is considered good practice, to identify areas where staff think progress was, or was not, made. The views expressed by IDEV staff during consultation can be used to inform IDEV future directions.

As has been shown by this self-assessment, the independent evaluation strategy 2013-2017 has achieved positive results in various aspects of its work during the implementation of the strategy, and even went beyond what was anticipated in some respects. While it achieved good results overall, there are a number of areas where efforts are still needed to continue improving IDEV's contribution to the Bank's effectiveness. Although there are perceived contributions of IDEV to increased accountability and learning, the contribution is perceived to be less prominent in promoting evaluation culture, especially within the Bank.

With respect to relevance, the assessment showed that the strategy objectives were relevant at the time the strategy was drawn up and still are in the current context of the Bank. Stakeholders during interviews confirmed that IDEV's increased focus on learning and promoting evaluation culture was an appropriate shift. The strategy was relevant to the Bank's TYS and later IDEV adjusted its work-program to the Hi5. The objectives were also found to be aligned with the OECD/DAC principles of evaluation. Although the strategy proposed the right actions and activities in terms of structure, resources, tools and systems, a few shortcomings were identified with regard to the design of the strategy, but the relevance remained globally satisfactory.

Regarding the achievement of results, the assessment has shown significant progress made by IDEV especially with regards to increasing the number and enhancing the quality of IDEV evaluations during the strategy period. In terms of knowledge management and communication, the restructuring of IDEV has led to the creation of the 3rd division in charge of KM, communication and outreach, and a substantial increase in the number of activities. IDEV has also put in place systems and tools (MARS, EVRD, independent website) that have enabled

it to significantly increase knowledge sharing, capacity development and IDEV's visibility in and outside the Bank. However, in terms of promoting evaluation culture there seems to be more work to do especially within the Bank, where there is still some perceived resistance to evaluation.

However, regarding the quality of IDEV evaluations, various areas of improvement were identified both by the quality assessment of evaluations, and stakeholder survey and interviews. These include the inadequate mainstreaming of cross-cutting issues in evaluations, and capacity development within IDEV, engagement with stakeholders during and after evaluations (both internal and external). IDEV seems to be well on track in terms of quality but will need to continue the good practices initiated (quality assurance processes for example).

In terms of efficiency, there have been positive results especially in terms of the timely delivery of evaluations. The average cost of evaluation was reduced over time. The assessment identified shortcomings related to budget execution rate that IDEV did not succeed in reducing over the period for all years, as well as the budget planning of evaluations. The objective to reduce the cost of consultancy in IDEV was not achieved, mainly due to the inability to cover existing staff vacancies. Despite not being fully staffed during the past years, IDEV managed (through the use of consultants) to deliver on its work programs, sometimes even exceeding targets.

Concerning sustainability, prospects are that the achievements made as a result of the strategy implementation will be continued. IDEV has succeeded in ensuring its evaluations are adequately quality assured over the period and it will need to make sure this is continued, notably through the codification of all its processes into a reference document. However the risk of sustainability although minimal subsists in terms of financial resources to fund IDEV activities in capacity development in RMCs. In terms of institutional sustainability of IDEV's systems put in place, there are only limited risks to their sustainability beyond the strategy period. Interviews with key stakeholders overall showed satisfaction with IDEV's mix of products and activities; therefore, one does not anticipate a risk in this regard.

5. Lessons learned and stakeholder views and orientation for future strategic directions

Lessons learned

The existence of a strategy to complement the evaluation policy and the work program were useful, both for internal and external clarity of the objectives of IDEV. It also allowed documenting in a clear manner the changes that were envisioned for IDEV within the five-year period.

IDEV adapted its work program and evaluation themes to the Bank's context throughout the strategy period, thereby contributing to ensuring that topics covered in IDEV evaluations remained relevant and interesting to stakeholders and to the Bank's work. The increased focus on learning and promoting an evaluation culture enabled IDEV to enhance its activities in knowledge management, communication and evaluation capacity development, both in RMCs and in the Bank.

The current structure of IDEV with a knowledge management, communication and capacity development division is conducive to increase its visibility and undertaking more initiatives in terms of capacity development, knowledge sharing, outreach and communication. The usefulness of the third division was acknowledged by most stakeholders interviewed and during focus group discussion with IDEV staff.

The increased focus in recent years on high-level evaluations, including the CEDR, may have contributed to the delays in conducting PCR/XSR validations, although these are also important products. Undertaking the CEDR had an impact on the entire planned work program for the period.

Stronger quality assurance processes and IDEV management's increased emphasis on good quality reports contributed to evaluations that met good quality standards. However, cross-cutting themes were often over-looked during evaluations. Going forward, greater emphasis on such issues is required as well as continued strengthening of evaluations quality.

The absence of a robust system for monitoring progress in implementing the strategy or a final version of the results framework adversely affected both data collection during this self-assessment and IDEV's ability to monitor progress in real time of the implementation of the strategy.

The lack of proper data recording system in IDEV presented challenges for data collection on deliverables and documentation related to evaluations during this assessment process. The lack of systematic records was a weakness in the department. This was also emphasized during focus group discussions with IDEV staff. A robust, effective data management and recording systems must be established in the future.

The lack of a handbook that codifies IDEV's key evaluation processes and practices contributed to a lack of harmonization on how evaluations are conducted in IDEV. This includes how evaluations are communicated, as there is no consistent involvement of KM and communication staff in the evaluation cycle. This was a missed opportunity in terms of ensuring that the evaluation messages are well tailored to the intended audiences. The absence of a clear documentation of key processes may have contributed to some evaluations taking longer than expected to complete. IDEV would greatly benefit from putting in place such document.

Having an appropriate training plan and dedicated training budget would help to ensure that the training provided targeted the skills needed to implement IDEV's work programs. The lack of such planning reduces the effectiveness of training. Also, the lack of centralized tools for planning and budgeting contributed to large variations in evaluation costs and a lack of assurance on best value for money choices.

Stakeholder views and orientations for future strategic directions

During the course of this assessment, stakeholders were invited to reflect on IDEV strategic directions for the future, during consultations: survey, interviews and focus groups. The results of how they envision IDEV's way forward are reflected in the summary below.

Strategic level

- The objectives of accountability, learning and promoting evaluation culture continue to be very much relevant in the current context of the Bank. It is important to put an emphasis on learning and promoting evaluation culture to ensure that Bank operations are improved, and contribute to development effectiveness. However, stakeholders interviewed believe that IDEV should ensure it strikes the right balance between these objectives.
- IDEV's evaluation should continue supporting the Bank's operational priorities (currently the High 5s), and in this regard, it is important to reflect on how IDEV can evolve in this context. IDEV evaluations are perceived to bring out recurring issues, and that should trigger a reflection about how IDEV as an evaluation function looks at developmental issues in order to be more impactful in the context of the Hi5. This might entail thinking about/innovative new types of products.
- IDEV management and most staff saw the added value of a documented strategy (visibility, guiding principle, etc.). IDEV management should consider producing an updated version of the strategy by taking stock of the learning to:
 - Ensure the appropriateness of the logframe
 - Link the timeline and objectives of the new strategy to the resources available (budget, human resources, skills) to avoid any gap in the implementation and timeliness
 - Conduct an annual assessment of the strategy: monitoring system for the strategy to adjust in the work program depending on the degree of progress

Processes

- IDEV should ensure to put in place a handbook that codifies IDEV's key evaluation processes and practices to ensure harmonization across evaluations. Focus groups revealed that this should be given priority, as it would contribute to improving IDEV's work at many levels as identified in the strategy:
 - First, it would help ensure a more robust planning and project management, as well as reduction of costs and time slippages on one hand.
 - Secondly, consistent engagement and consultation with stakeholders at key stages of the evaluation, and therefore ensuring timeliness and relevance.

- This will also contribute to enhancing the quality of evaluations through the mechanisms that will be defined as well as provide guidance for including cross-cutting issues that are relevant to IDEV. For example, cross-cutting issues were identified (QA, Survey) as a weakness in IDEV evaluations; stakeholders feel that IDEV should ensure that relevant cross-cutting themes are appropriately addressed in evaluations. The department should clearly identify which of the cross-cutting issues are of interest and each evaluation should include the relevant ones and provide explanation as to why others are not included.
- IDEV should consider adopting an appropriate system for planning and monitoring of its work program implementation, budget and cost to ensure IDEV delivers its products in a timely manner. In terms of budget, this will be important in terms of estimating the cost of evaluations.
- Data management has been identified as a weakness in IDEV during this assessment, it was noted especially by the staff during focus groups. IDEV should ensure in the future to put in place incentives/measures to ensure a consistent recording of information/data and documents.

Products

- The current IDEV product mix is satisfactory to all stakeholders consulted, although differences exist among them on which ones should be given more emphasis. Some stakeholders (EDs) feel that corporate and process types of evaluations are more useful; while the views of DGs tend to be on regional and country strategy evaluations. However, IDEV should ensure it strikes the balance in the mix of products, while ensuring relevance and alignment to the current Bank context and to the Hi5 priorities. All stakeholder groups consulted felt that IDEV should not focus on increasing the number of evaluations, especially taking into consideration the absorption capacity of the Board and also the resource constraints; the emphasis should rather be on enhancing quality, timeliness and producing impactful reports.
- IDEV staffs also feel that products such as PCR/XSR review notes should be reexamined to make them more useful than they currently are. The current way in which IDEV is conducting these reviews is not conducive of producing results that can be used by the intended users. The process must be streamlined, strategically planned and efficient. It will be also important to produce the review notes on time, focusing on the lessons, and to communicate more about them, as they offer a good opportunity of learning for operations task managers (project design). In June 2017, there was a discussion in IDEV regarding the PCR/XSR validations aiming at enhancing the efficiency, effectiveness and usefulness of validation processes and products. Although there seems to be no final conclusions reached on this yet.
- Interviewed stakeholders and online survey respondents felt that the follow up on recommendations is a weakness that IDEV should try to address in the future. They believe that IDEV should find ways to enhance engagement with operations departments to ensure that implementation of the recommendations is happening as appropriate.

Knowledge sharing, communication, outreach and capacity building

- IDEV should put more emphasis on activities that will promote the culture of evaluation in the Bank, this will contribute to creating a better understanding of the function of independent evaluation and interest in what IDEV does, thus reducing the perceived resistance towards evaluation, within the Bank.

- There is a need for systematization of how KM and communication experts are engaged in IDEV evaluations throughout the evaluation cycle, to ensure that messages are tailored to the various target audiences and communicated at the right times. From the point of view of IDEV management, ensuring that knowledge management is an integral part of evaluations is not solely the mandate of IDEV 3, but also of the evaluators. So, it will be important in the future to ensure that IDEV 1 and 2 staff also create the space for engagement with IDEV 3.
- Views from stakeholders (interviews, survey and focus groups) all tend to agree on the fact that IDEV should enhance its engagement and communication with stakeholders. Within the Bank this means engaging operations staff throughout the evaluation cycle in order to get their buy-in and ensure an effective collaboration and uptake from IDEV's evaluation results and recommendations. Better stakeholder engagement will also mitigate issues related to document collection and reduce the perceived resistance of Bank staff to evaluation. However, this engagement should be well targeted to make sure it adds value and not negatively affect the evaluation process or threaten IDEV's independence.
- Based on staff views from IDEV, the department currently prints lots of documents and the cost-effectiveness of that has not yet been established or whether they reach the intended audience; it will therefore be useful to explore other effective ways to communicate evaluation results, using different channels to communicate are also welcome (such as Facebook), as well doing more publicity and awareness raising about existing platforms and products such as EVRD, the website, the animated videos, etc. IDEV should also follow up on revamped and innovative communication products (such as podcasts).

ANNEXES

Annex 1: Independent Peer Review of the self-assessment of the implementation of the AfDB Independent Evaluation Strategy 2013-17

1. The rationale, purpose and objectives of the self evaluation were clearly stated “This self assessment had two purposes that were designed to inform future strategic directions for IDEV: (i) assessing accountability for the Board (via CODE) and other stakeholders on IDEV’s performance in implementing the 2013 strategy; and (ii) learning by identifying areas where progress was made, what constraints have hindered progress and strengths and weaknesses of IDEV.”

2. The evaluation approach was sound. The good methodology, which is clearly described in annexes and anchored in a theory of change, was a strength of the evaluation. It followed good evaluation practice by identifying causal relationships from inputs through outputs, intermediate and final outcomes to the ultimate goal. The Framework of Assessment Matrix and Evaluation Questions were organised under four dimensions of evaluation (i.e., relevance; effectiveness; efficiency; sustainability). For this evaluation it was not appropriate to try to assess impact. The evaluation questions and criteria for the rating scales were clearly specified in Annex 3. A mixed methods approach was adopted using document review, administrative data and feedback from internal and external stakeholders through interviews, focus groups and an online survey that extended the reach of the evaluation. Triangulation was effectively used to ensure that the results, findings, and ratings were supported by the evidence and flowed logically from the analysis.

3. There was a rigorous quality assessment of a randomly selected sample of evaluations before and after the strategy was adopted. The supporting quality assessment report is an excellent piece of work and provides strong evidence that the quality of IDEV’s reports improved over time. This analysis was more robust than has typically been attempted by independent panels that examined report quality as part of a broader assessment of the independent evaluation functions in Evaluation Cooperation Group (ECG) members.

4. A strong part of the report relates to its accountability function and rating of the four dimensions of evaluation, all of which were **satisfactory**. Those ratings are well supported by the evidence presented. Judging by the amount of analysis and length of the sections, most of the study’s effort related to assessing the relevance and effectiveness of the strategy. Given the nature of the evaluation it was appropriate to devote more resources to analysing those topics than efficiency and sustainability. The analysis shows that the changes associated with the strategy (e.g., alignment with AfDB’s strategic corporate documents, the OECD/DAC evaluation principles and the ECG’s mandate of promoting quality, usability and use of evaluation knowledge; more emphasis on learning, knowledge management and dissemination and building evaluation capacity and evaluation cultures) were relevant. Independent and self-assessments of the evaluation functions in ECG members have often called for similar changes. The analysis demonstrated that the implementation of the strategy had positive impacts on evaluation at AfDB (e.g., better structure, system and tools such as the website, MARS and EVRD that supported learning; shift to more higher level evaluations; increased number of evaluations; better

quality of evaluations; improved knowledge management and dissemination; better support for building evaluation capacity). Despite these positive findings, the report also identified several areas for improvement under each of the four dimensions of evaluation.

5. The learning dimension of the self-assessment is weaker than the accountability section. The report identifies some explicit lessons. There is scope to link that lessons more directly to some of the weaknesses identified under the assessments of relevance, effectiveness, efficiency and sustainability and to sharpen the lessons and make them more action oriented to provide clearer direction for future improvements. The Lessons Learned section is followed by a section entitled **Stakeholder views and orientations on future strategic directions**, organized under four headings: (i) strategic level; (ii) processes; (iii) products; and (iv) knowledge sharing, communication, outreach and capacity building. This stakeholder feedback is a mix of evaluation evidence and lessons learned.

6. The structure of the report lacks a section that identifies clear recommendations on future directions and actions that IDEV should take to address the weaknesses and lessons that were identified. Ideally the lessons would be prioritised and supported by SMART recommendations and an action plan. That would enhance the learning dimension of the assessment and provide a stronger base on which CODE could provide guidance and IDEV management could take decisions when preparing the next steps to strengthen AfDB's evaluation function.

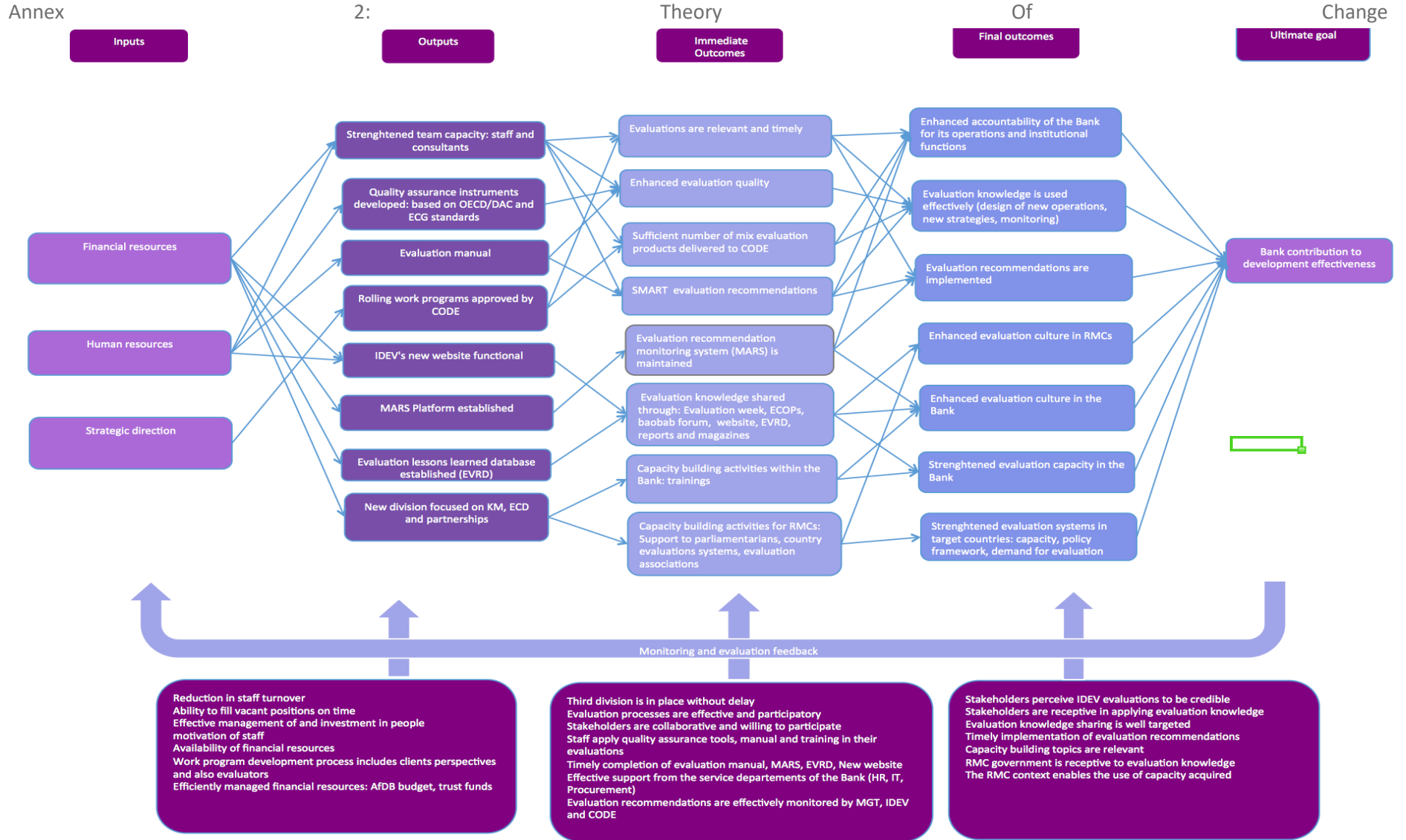
7. The supporting technical report on the survey demonstrates some good practice (e.g., pilot testing the questionnaire; use of both English and French; use of both closed and open ended questions; sending personalized email-based invitations to stakeholders; making efforts to increase the survey response rate; treating all responses with as confidential; excluding responses from people with little or no knowledge of IDEV from the analysis). The use of the Kruskal-Wallis rank test to determine whether differences in views of groups of respondents (e.g., internal VS external; African VS non-African) were significant was particularly appreciated as such testing is often not done or disclosed.

8. A weakness of the survey was the low response rate and lack of a question-by-question estimate of the sampling error. The target was to achieve a 20 per cent response rate for both internal and external respondents. The net response rate was 17.3 per cent (internal stakeholders: 20.1 per cent; external stakeholders: 14.5 per cent). However, about 20 per cent of the respondents had little or no knowledge of IDEV. Those responses were, correctly, excluded from the analysis of the survey results. Thus the usable response rate was 13.8 per cent, which was well below the targeted 20 per cent.

9. The targeted 20 per cent response rate was a modest target. Although the response rate was better than the 3 per cent response rate for IDEV's 2012 survey, response rates in excess of 50 per cent have been achieved for online surveys that I have undertaken for some EGC members (i.e., one for AfDB; two for IMF – one covering Africa and one for the Pacific Islands; two for IFAD; one for IADB). IDEV should seek ways to improve the response rates of future online surveys.

Bruce Murray

6 August 2018



Annex 3: Detailed methodology

Self-Assessment scope and methodology

The self-assessment is focused on implementation of the strategy. It covers the products and activities delivered by IDEV during the period 2013-2017 in terms of: evaluation reports, knowledge management and communications as well as activities in evaluation capacity development (ECD) delivered both internally (Bank) and externally (RMCs). In other words, it covered the three defined areas: (i) evaluations; (ii) knowledge management; and (iii) evaluation capacity development (ECD). It is important to note that these three areas of work do not map simply to the three objectives of evaluation, there is significant overlap especially in terms of the evaluations themselves, which are expected to contribute to all of accountability, learning and enhancing evaluation culture. These overlaps are made clear in the strategy and illustrated in the ToC above.

As of end of 2017, the full period (from 2013-2017) included the delivery of 49 evaluations (not including PCR/XSR-Validations). In addition, during this period IDEV held 83 learning and ECD events as well as produced various other publications including 17 issues of the magazine Evaluation Matters. In terms of systems, it also produced the evaluation lessons and recommendations database (EVRD), the management actions record system (MARS) and a new website. All of these are therefore included in the scope of the assessment.

The assessment did not cover impact of IDEV on the Bank's development effectiveness, but focused the assessment of effectiveness on (a) putting the systems and tools in place and (b) the delivery of evaluation products.

Approach and design of the evaluation

The overall approach for the self-assessment is theory based, with mixed methods for data collection. A theory of change (see Annex 1) illustrating how each of IDEV's streams of activity would contribute to the three objectives was reconstructed. This was based on the preliminary results framework and other information in the strategy document. The ToC also highlights assumptions and the importance of a learning feedback loop.

The assessment also employed a participatory approach, consequently ensuring that the whole IDEV team was part of the process at the various stages of the assessment exercise: inception stage, data collection and reporting phase. In addition IDEV's main stakeholders – internal and external - have been consulted as part of the data collection. Stakeholder views are provided on the basis of informed consent and non-attribution of individual's views; the online survey was anonymous. Focus groups with IDEV staff were also held with external facilitators and without IDEV management's presence.

Data collection methods

Three main work streams were used for data collection in this assessment and they are illustrated in the figure below.

- Document review: Relevant documentations including annual reports, work-programs as well as information provided by IDEV management team were reviewed.
- Quality assessment: A sample of evaluations drawn from the period before the strategy 2009-2012 and from the latter part of the strategy 2015-17 was drawn in order to assess whether there has been an improvement in IDEV evaluation quality during the strategy period.

- Stakeholder views: This involved interviews with key stakeholders (EDs and Directors) including IDEV management team, as well as an online stakeholders survey (internal and external) and finally focus groups with IDEV staff.

Sampling

- Survey: The survey targeted internal and external stakeholders for a total initial population of 1194 and 1340 respectively. The survey was electronically sent to all two groups. In total, 439 responses were received from both groups.
- Focus group: the focus groups involved all IDEV staff that was interested to participate. Overall, a total number of 19 attended the two focus groups.
- Quality assessment sampling: The overall population considered for this QA was 47. The sample was randomly selected, the idea was to match to the extent possible like to like, in order to allow comparison between the earlier period, i.e. before the strategy (2009-2012) and the latter period, i.e. end of the strategy period (2015-2017). In total, 22 evaluations were selected from the population including 9 for the first period and 13 for the second period. It was not possible to compare some types of products that existed only during the second period. These were simply assessed against international quality standards.
- Interviewee selection: Interviews targeted Bank senior management (including IDEV management) and executive directors for a total estimated population of 34. Out of this population, 17 were interviewed.

Synthesis of evidence

Evidence from the various sources was synthesized using the issues-indicator matrix as a guide and a rating scale (see below evaluation matrix) which ensures that overall ratings are balanced, transparent and based on multiple lines of evidence. The area rated relate to four of the traditional DAC evaluation criteria. The approach followed was as set out in the inception report, although not all data was in the end available. Where evidence is limited or missing this is clearly stated.

A detailed methodological section is included in annex 3 for more information. This includes changes to initial plans of the inception phase and why they happened, details on each of the data collection method and how data/information collected was recorded.

Governance and quality assurance

In terms of governance and quality assurance of the self-assessment, the following steps were taken to ensure good quality:

- IDEV staff: Reviewed and commented on inception report and summary report
- IDEV management: Provided inputs at planning, inception and reporting stage; as well as background reports
- Extern expert reviewer: Reviewed and commented on inception report and summary report

Phases of the self-assessment

Inception Phase

During this inception phase, the team has examined data availability and potential for new data generation, in order to inform the scope and limitations of the assessment. This has led to the identification of two fundamental issues informing both scope and design. One is in relation to the shortcomings of the results framework originally proposed in the strategy. The team reviewed the indicators both in terms of pertinence and data availability. This has revealed that: (i) some of the indicators have not been measured or were not appropriate (notably in relation to evaluation capacity development); and (ii) issues relating to learning and other commitments made in the strategy are not captured in the original results framework. Therefore, the assessment proposes some changes in the indicators originally proposed, as explained in the issues matrix.

4.2 Evaluation Questions

To address these issues robustly, an evaluation matrix, which makes use of appropriate indicators, has been constructed. The questions are aligned with four standard evaluation criteria: relevance, effectiveness, efficiency and sustainability. An additional question draws out lessons and factors influencing results explicitly.

Table 1: Summary evaluation questions

Questions
<p>Relevance</p> <p>EQ1: To what extent is the Bank's independent evaluation strategy relevant to the overall goal of development effectiveness?</p>
<p>Effectiveness</p> <p>EQ2: To what extent did IDEV succeed in delivering the resources, structure, systems and tools²² identified as necessary to achieve the objectives of the strategy?</p> <p>EQ3: To what extent has IDEV successfully delivered increased and improved evaluation products and activities?</p>
<p>Efficiency</p> <p>EQ4: To what extent did IDEV succeed in implementing the strategy efficiently?</p>
<p>Sustainability</p> <p>EQ5: To what extent is any progress in the implementation of the strategy in terms of relevance, efficiency and effectiveness sustainable beyond the strategy period?</p>

²² This refers to mechanisms put in place by IDEV to enable it to deliver the objectives of the strategy: EVRD, MARS, Website, evaluation manual, quality assurance tools, etc.

Learning and future directions

EQ6: Is IDEV learning from experience and what lessons should be drawn from implementation of the 2013-17 Strategy to inform future strategic directions?

5.2 Data collection

The inception phase that preceded data collection allowed secondary data to be collected (including information held by IDEV Management Team (IMT); data collected in 2015 baseline exercise and revisions made; annual reports 2014-16; rolling work programs; management action reporting system-MARS) and for the portfolio of evaluation products established. This allowed the data collection phase to focus on filling data gaps. Three main data collection methodologies were used to provide the data to address the evaluation questions.

Recording of primary and secondary data is crucial to the credibility and transparency of the assessment. The assessment recorded data and sources in a series of databases, leaving a clear evidence trail. However, reporting does not identify individuals – in line with normal evaluation confidentiality principles.

Data collection work stream 1: Document review

This work stream entailed verification of information reported by IDEV management in terms of activities conducted and outputs delivered. It verified the number of evaluations delivered in each year versus what was initially planned in the work programs, including highlighting the mix of products and any cross-division work completed. In addition, delivery of knowledge, communication and capacity development was also reviewed for each year; budget and human resource data was also reviewed. This was based on documentation from Bank systems (including DARMS, and the budget and human resource departments), and also from information provided by the IDEV management team's records. The work-stream was particularly important for addressing questions relating to relevance, efficiency and outputs.

Table 2 provides an overview of the documents that were reviewed. Information collected in the document review was recorded in a database, which aligns the data to the relevant evaluation questions and judgment criteria, and provides direct references to the source documents (where possible with hyperlinks). This ensures transparency of data sources as well as efficient management of a large amount of documentary evidence.

Table 2: Document types

1	Rolling work programs (2013 until 2017)
2	Annual reports-2014, 2015, 2016
3	AfDB Independent Evaluation Strategy 2013-2017
4	AfDB Independent Evaluation Policy
5	Bank's Ten Year Strategy 2013-2022
6	Bank's High 5 strategic overview
7	IDEV Management Data on delivery: Products, Knowledge sharing and ECD
8	AfDB (IDEV) Budget data
9	HR Data
10	MARS flashlight report

Data collection work stream 2: Stakeholder views

Stakeholder views were of fundamental importance to understanding IDEV's performance and constraints. Three methods were used to collect views, each one aimed at a different stakeholder group: interviews, an online survey, and focus groups.

Semi-structured interviews with senior Bank stakeholders

Face to face interviews were used with key informants, particularly Executive Directors and Senior Management. The interview format allowed for richness of discussion. They were conducted without the presence of IDEV management, to ensure interviewees feel able to speak frankly. Two team members were present, while one asked questions, the second took notes. The interviewees were also free to express themselves either in English or in French. Interviews will be in two parts (a) a structured section in which interviewees are asked a small number of standard closed questions; and (b) a set of more open ended questions allowing deeper discussion. The interview questions included in the inception report were revised to ensure that questions are more relevant to the audience (Board and Directors).

Interview questions looked back at IDEV's performance and forward to areas to improve and future strategic directions. Given that there are few interlocutors who have the institutional memory to enable the direction of travel to be established, the interview was designed to pick up on direction of travel where the interviewee has that knowledge, and focus on a more general level of satisfaction where they do not.

Key informant interviews were not envisaged to provide a statistically representative sample of the full population of IDEV stakeholders, but rather to focus on those with the most knowledge of IDEV today and in the longer strategy period. Due to the fact that some Directors are located in regional offices, their interviews were conducted by telephone.

They are therefore complementary to other data collection. Table 3 below indicates the list of final interviewees groups.

Table 3: Final targeted groups of interviewees

Group	Final number Vs Planned	Selection
Executive Directors and Advisors	12/21	Given IDEV reports to the Board via CODE, it was vital to have their views on IDEV's performance. Interviews aimed to include current and also former members of CODE. However, the focus was on the current CODE membership and the previous year's, to maximise access to those still in the Bank. Former CODE members still within the Bank, were contacted.
Bank senior management	3/9	The target was to include the 5 DGs and Nigeria Director to provide an operations and field based perspective. Other key informants targeted were drawn from other Bank functions, notably, SNDR, PSEG, and the Senior Vice President. However, due to inavailability, it was not possible to meet with all of them.
IDEV management	4 /4	IDEV management team was interviewed separately since they did take part in the staff focus groups.

In the inception phase, the team had also envisaged to interview a few ECD funders. However, this was not conducted in the end due to the fact that it was realized that Staff of the Bank managed most trust funds.

Online stakeholder survey

A survey was conducted in 2012 to establish stakeholder views (all Bank staff, management and Board), however the response rate was far too low (3%) to be meaningful and cannot be used as a reliable baseline. Despite this experience, IDEV attempted a new stakeholder survey, which was kept short and simple to encourage responses. There were two main target groups for the online survey (i) internal to the Bank and (ii) external stakeholders (including officials and Bank clients who have encountered IDEV through specific evaluations and those in peer organizations). The IDEV contact database was used for the external stakeholders, while the Bank's PL and EL staff as internal respondents (the list was obtained from the HR Department). This means the total population targeted was in the order of 3,000. Although across this population only an 11% response rate is required to achieve a 95% confidence level with a 5% margin of error; to achieve the same in each of the two groups (Bank and external) a 20% response rate in each of those groups was needed for the same statistical reliability. The survey therefore aimed to achieve 20% response rates in each group.

IDEV used an external company to finalize and implement the survey. This had two main advantages: (i) use of the latest survey functionality to ensure targeted reminders and other tools intended to increase response rates; and (ii) credibility of an outsider conducting the survey and collating the data, rather than IDEV doing so directly when it is the subject of the assessment. Provisional survey questionnaire as well as the main target groups is included in this annex.

IDEV staff focus groups

Two staff focus groups were held to get views from the IDEV personnel. One group was in French and the other in English. All staff was invited including long-term consultants. In total the first group had 8 participants and the second had 1. Each focus group was asked to discuss a small number of key issues, examining IDEV's performance in implementing the strategy and in particular the factors that influence performance and lessons to be drawn. An outline of a proposed workshop format is included in this annex. It differs from the initial plan, as questions were revised based on results from the online survey and the quality assessment. IDEV management was not present in these focus groups, they were interviewed separately. The focus groups were facilitated by persons external to IDEV (HR department). Recording of focus group discussions was detailed but not attributable to individual participants.

Data collection work stream 3: Quality assessment of IDEV evaluations

Unlike the initial plan to employ a panel of experts to conduct the quality assessment, a firm with the adequate experience was rather employed assess the degree to which the quality of IDEV evaluation products has or has not changed over the period. The firm assessed evaluations delivered before the beginning of the strategy period (2010/12) as well as evaluations delivered during the latter part of the strategy period (2015/17). The use of an external firm precluded any conflict of interest, which could arise with quality assessments being conducted internally.

The quality assessment of each evaluation had two dimensions: i) the first relates to the design of the evaluation through the review of approach paper/inception report quality; ii) secondly it looked at the evaluation report quality. The assessment did not cover other related evaluation products such as briefs, magazines and events. It did not include joint evaluations that were not led by IDEV, or individual project performance evaluation reports (PPERS).

In selecting the sample, the assessment team attempted to match types of evaluations between the two periods under review for a representative sample that would allow comparison over time. The team also attempted to achieve proportional representation of the eligible evaluations from each period. The evaluations selected include nine evaluations produced between 2009 and 2011, representing 45% of the eligible evaluations for the early period (2009-2013), and 13 evaluations from the second period, representing 48% of the eligible evaluations for the later period (2015-2017). Other factors that influenced the selection of evaluations representing each period were: prioritize the earliest and latest possible evaluations from each period respectively where change over time would be more likely to be observed; while attempting to match the types of evaluations selected from each period, also include more evaluations in the “others” category from the later period because more evaluations in this category were produced in the later period than in the earlier period; and include evaluations representing both English-speaking and French-speaking countries.

Thus, mindful that evaluations published in 2015 actually began in 2014 when IDEV’s evaluation strategy was in its early phase of implementation, the team was careful to select evaluations from that year only when necessary, namely where the portfolio lacked evaluations for subsequent years. Only two evaluations from 2015 were selected. Since most of the 47 eligible evaluations were in the categories “corporate” evaluations (n=11) and “country” evaluations (n=17), six and seven evaluations were selected from each category respectively. Although the category “thematic/sector” evaluations also had a significant number of eligible evaluations overall (n=10), four evaluations were selected from this category because few evaluations were produced in the 2015-2017 period against which to compare them. Finally, five evaluations were selected in the “others” category representing four different types of evaluations (synthesis, regional, cluster, and impact). Three recent evaluations within this category were not comparable with evaluations from the first period but like all other evaluations, were assessed primarily against international benchmarks.

The quality assessment involved using a standard template developed and agreed upon with the IDEV team during the inception phase. The template includes 26 QA criteria, elements of which are outlined for each in accordance with international evaluation standards, namely the OECD-DAC quality standards and the Evaluation Cooperation Group (ECG) guidelines (see template in Appendix II).²³

The template is divided into three parts. The first part is essentially descriptive, indicating basic information about the evaluation: title, type, year of delivery, documents reviewed. The second part is divided into four sections representing clusters used to structure the analysis across a series of assessment criteria as follows:

- i) **Cluster 1:** seven criteria related to the context, object, purpose, objectives, and scope of the evaluation;
- ii) **Cluster 2:** four criteria related to the design and methodology of the evaluation;
- iii) **Cluster 3:** five criteria related to the evaluation process; and
- iv) **Cluster 4:** 10 criteria related to clarity and robustness of reporting.

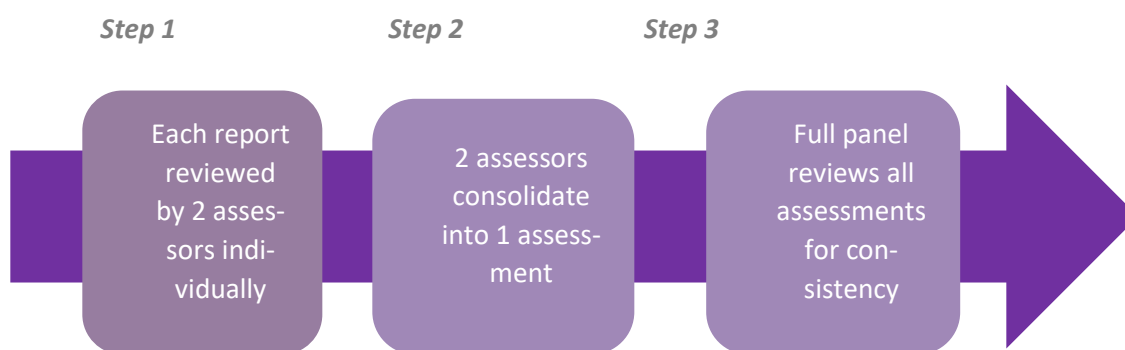
²³ The template was first developed in Word, as presented in Appendix II, then converted to Excel to facilitate data entry and subsequent compilation and analysis.

Each criterion is numbered and includes an explanation in italics indicating particular elements assessors should look for when determining their assessment.

The criteria incorporate both quantitative and qualitative dimensions, i.e. the assessors determined how many of the elements identified in relation to each criterion were found in the evaluation and assessed elements found for clarity and relevance, coherence with other criteria, etc. Each criterion was rated using a 4-point scale described below and defined in table 3.1. Each section in turn provides for an average assessment rating and balanced appraisal of quality based on ratings of the individual criteria for that cluster. The third part of the template represents an overall assessment of the evaluation to summarize its main strengths and weaknesses and including a percentage of all criteria rated “satisfactory” and “highly satisfactory” across the clusters.

The QA process involved three steps, as illustrated in Figure 2 below. Firstly, two assessors assessed each evaluation in parallel. Secondly, the two assessors of each evaluation discussed their ratings/comments and consolidated them into a single assessment for each evaluation. Thirdly, and once all evaluations had been consolidated, the full team reviewed all assessments to ensure overall consistency and quality, making minor changes to some ratings of consolidated reviews and resulting in harmonized assessments across all criteria.

Figure 2: A three-step quality assessment process



Other required data: MARS report

The assessment also required information on the extent to which IDEV’s recommendations have been implemented. As at June 2017 there were 379 recommendations recorded in MARS (the management action reporting system) 2012-2016. IDEV’s independent assessment of the implementation and level of adoption of the recommendations was therefore a major piece of work that was foreseen to be conducted in parallel to this assessment. The findings of that review were intended to addressing evaluation question 3.5 on the possible contribution to enhancing accountability and also evaluation culture within the Bank through adoption and implementation of recommendations – and therefore was required by the end of Q2 2018 if it is to feed into this process. Current thinking on the MARS report is that this will be done not only through validation of action implementation and assessment of level of adoption, but also through a small number of in depth case studies that will examine how and why recommendations were or were not fully implemented in practice. Unfortunately this report is not complete and did not feed into this assessment, however, its results can be later used by the department to inform future strategic directions. Within the context of this assessment it was possible to report on management’s self-reporting of implementation of actions they identified in response to IDEV recommendations.

5.3 Data analysis and synthesis

With all secondary and primary data already collected and generated through the three work streams above, there was a large volume of information recorded including both qualitative and quantitative. The information collected was analysed based on a descriptive analysis, (which will indicate where progress has and has not been made, against the indicators in the evaluation matrix). While some of the indicators could be answered simply by verifying existing data (e.g. verification of the number of evaluations delivered), for those requiring a more qualitative analysis, triangulation was important.

Reporting findings

The main output of the assessment is a single consolidated summary report. The summary report includes an overview of the results of the assessment against each of the main evaluation questions and each of the main areas of IDEV activities (evaluations, knowledge management and capacity development) as well as the evaluation matrix with data included. It addresses all of the EQs and explains any cases where they could not be reliability answered. The report covers future strategic directions and lessons learned in evaluation question 6 as well as identifies areas to consider in IDEV's future strategic directions.

In addition, background information is available in:

- Database summarizing evidence and sources from data collection work stream 1.
- Database summarizing evidence and sources from data collection work stream 2 (part 1).
- Background report on the results of the stakeholder survey.
- Report of the quality assessment (work stream 3).

Annex 4: Assessment Matrix and rating scales

The following matrix summarizes how the assessment addressed the six main questions. The matrix was constructed based on (i) the reconstructed theory of change; (ii) the table in the original strategy, which was agreed as provisional and lacking baselines; and (iii) review of available information and feasibility of collecting new data.

Criteria & main questions	Sub-questions	Indicators	Data collection methods and tools	Data sources
Relevance				
EQ1: To what extent is the Bank's independent evaluation strategy relevant to the overall goal of development effectiveness?	EQ1.1: Were the objectives of the strategy (accountability, and increased emphasis on learning and creating an evaluation culture) appropriate and consistent with the needs of the main clients?	<ul style="list-style-type: none"> -Share of stakeholders (IDEV staff, Board, Bank) who perceive that the objectives of the strategy at the time were consistent with the Bank's needs and relevant to achieving the overall goal of increased development effectiveness. - Alignment with international good practice standards and principles (ECG and DAC) -The strategy clearly defines the 3 objectives 	<ul style="list-style-type: none"> -Interviews -Focus groups -Document review 	<ul style="list-style-type: none"> -CODE -Bank staff
	EQ1.2: To what extent did the strategy propose adequate actions (structure, resources, tools and systems) to achieve the 3 objectives?	<ul style="list-style-type: none"> -Share of stakeholders who perceive the planned actions were adequate to achieve the 3 objectives. -The logic of how each action will contribute to each objective is clearly articulated in the strategy. - The strategy took into account, or sought to address, the main assumptions and risks underlying the desired changes. 	<ul style="list-style-type: none"> -Interviews -Focus groups -Document review 	<ul style="list-style-type: none"> -CODE members -Bank staff

	EQ1.3: Given the current context of the Bank, to what extent are the objectives and actions of the strategy still relevant?	<ul style="list-style-type: none"> -Share of stakeholders who believe the objectives are still relevant in the current Bank context. -Alignment with TYS and High 5s - Alignment with international good practice standards and principles (ECG and DAC) 	<ul style="list-style-type: none"> -Interviews -Focus groups -Stakeholder survey 	<ul style="list-style-type: none"> -CODE -Bank staff
Effectiveness				
EQ2: To what extent did IDEV succeed in delivering the resources, structure, systems and tools identified as necessary to achieve the objectives of the strategy?	EQ2.1: Did IDEV deliver the required structure as planned in the strategy?	<ul style="list-style-type: none"> - IDEV new structure in place (by end of 2013) - Number of cross divisional evaluations completed 	<ul style="list-style-type: none"> Document review Interviews 	IDEV/HR data, CODE
	EQ2.2: To what extent did IDEV provide the relevant strengthened human resources and adequate financial resources required?	<ul style="list-style-type: none"> -Person days of professional training (no baseline, target 10 days) -Introduction of evaluation accreditation scheme -Vacancy rate (reduction over period) -Use of fixed term secondments -Share of Bank admin budget allocated to IDEV (yearly increase of 1.5% target) - Additional resources (e.g. trust funds) mobilized by IDEV each year 	<ul style="list-style-type: none"> Document review Focus groups 	<ul style="list-style-type: none"> -IDEV/HR data -Budget data -IDEV staff and management

	<p>EQ2.3: To what extent did IDEV put in place the systems and tools required to implement the strategy successfully?</p>	<ul style="list-style-type: none"> -Evaluation manual in place and used -Evaluation lessons learned database established -MARS is established and in use -Strategy implementation monitoring system is in place -Quality assurance instruments in place -Rolling work programs developed through consultation and clear criteria, to ensure relevance/usefulness/transparency. 	<ul style="list-style-type: none"> -Document review -Interviews -Focus groups -2017 Audit 	<p>IDEV data</p> <p>Bank staff (incl. IDEV) and management</p> <p>CODE</p>
<p>EQ3: To what extent did IDEV</p>	<p>EQ3.1: To what extent did IDEV deliver the adequate mix and number of products (balance of relevant and responsive to the Bank priorities and challenges)?</p>	<ul style="list-style-type: none"> -Work program delivered with planned mix of evaluation products - Project level assessments are used to feed into high level evaluations -Share of stakeholders who believe the current delivery of products is the adequate mix -Number of evaluations delivered vs. number planned (for management response) (Baseline 50%, target 90%) -Increase in number of high level evaluations delivered 	<ul style="list-style-type: none"> Document review Focus groups Stakeholder survey 	<p>IDEV management data</p> <p>IDEV Staff</p> <p>CODE</p> <p>-IDEV work program data</p> <p>-Annual reports</p>

successfully deliver increased and improved evaluation products and activities during the strategy period?	EQ3.2: To what extent has IDEV succeeded in delivering evaluation products with enhanced quality?	<ul style="list-style-type: none"> -Share of actionable recommendations (quality assessment) - Share of evaluations delivered on time to feed into: new strategy, policy, project, and program. -Proportion of stakeholders who report satisfaction with quality of IDEV evaluations. -Proportion of evaluations rated satisfactory in quality assessment (pre/post strategy periods) 	<ul style="list-style-type: none"> -Quality assessment of evaluation products -Stakeholder survey -Interviews 	<ul style="list-style-type: none"> -IDEV evaluation products -Bank (Inc. IDEV) staff and management -RMCs stakeholders -CODE
	EQ3.3: To what extent has IDEV succeeded in delivering its knowledge sharing activities with enhanced quality and relevance for its stakeholders?	<ul style="list-style-type: none"> -Number of knowledge sharing activities delivered vs. planned (baseline 66%, target 90%) -New website traffic (number of unique visitors: increase over time) -Number of knowledge products²⁴ created per evaluation - Proportion of stakeholders who perceive a positive change in the quality of IDEV knowledge sharing events -Proportion of stakeholders who perceive IDEV knowledge sharing events to be relevant 	<ul style="list-style-type: none"> -Document review -Interviews -Stakeholder survey 	<ul style="list-style-type: none"> -IDEV work program data -Bank staff and management -RMC stakeholders -IT department -Post events evaluation
	EQ3.4: To what extent has IDEV successfully delivered its	<ul style="list-style-type: none"> -Share of ECD initiatives delivered per year (target 90%) 	<ul style="list-style-type: none"> -Document review 	<ul style="list-style-type: none">]IDEV work program data

²⁴ This refers to products such as briefs, highlights, ect.

	capacity development activities, in the Bank and RMCs ensuring enhancement in quality and relevance?	<ul style="list-style-type: none"> -Share of stakeholders who perceive IDEV capacity development activities to be of good quality and relevant to their work -Increase in number of evaluation initiatives supported by IDEV: regional organizations, associations, national systems 	<ul style="list-style-type: none"> -Interviews -Stakeholder survey -Focus groups 	<ul style="list-style-type: none"> -Bank stakeholders -RMC stakeholders
	EQ3.5: Is IDEV on track to contribute to the increase in accountability, learning, creating evaluation culture	<ul style="list-style-type: none"> -Share of evaluation recommendations (i) accepted and (ii) implemented -Of those evaluations which have been followed by new strategies/policies, the share where explicit reference is made to the evaluation. -Share of stakeholders who see evaluations being used to inform operations or corporate issues -Share of stakeholders who perceive a contribution to accountability -Share of stakeholders who perceive contribution to learning -Share of capacity building recipients who perceive enhancement of evaluation culture and IDEV's contribution to it. 	<ul style="list-style-type: none"> MARS report Interviews Stakeholder survey Focus groups 	<ul style="list-style-type: none"> MARS Bank stakeholders IDEV staff
Efficiency				
EQ4: To what extent did IDEV succeed in implementing the	EQ4.1: To what extent did IDEV deliver the outputs (systems and tools, structure and strengthened team) on time?	<ul style="list-style-type: none"> - Time between planned and actual delivery date for outputs: Website, MARS, EVRD (Target delivery by end of 2013), Evaluation manual, Quality assurance instruments - Share of internal stakeholders who perceive IDEV to be efficient 	<ul style="list-style-type: none"> -Document review -Focus groups -Interviews 	<ul style="list-style-type: none"> IDEV work program delivery data -IDEV staff and management

strategy efficiently?	effi-		-Share of stakeholders who perceive product delivery to be timely. ²⁵		-Bank Management and staff - RMC stakeholders
		EQ4.2: To what extent did IDEV succeed in delivering the evaluation, knowledge and capacity development products on time?	-Time between planned and actual delivery date for (i) evaluation products; (ii) knowledge products and events; (iii) ECD activities. ²⁶ -Ratio of consultants/total budget (reduction over time) ²⁷	-Document review -Stakeholders survey	-IDEV work program and Budget data
		EQ4.3: To what extent did IDEV succeed in managing its resources efficiently during the implementation of the strategy?	-Budget execution rate (baseline 93%, target 95%) -Number of (i) high level evaluation products per team member per year (staff plus internal consultants); ²⁸ and (ii) events (if data for earlier period available). -System put in place for consistent budget estimation and management	-Document review -Focus groups	-Budget data -HR Data -IDEV staff and management -2017 Audit

²⁵ There was not enough views to strongly assess these indicators. They were not considered in the final rating for efficiency

²⁶ This indicator could not be addressed due to the fact that there are no specific date for all knowledge products and ECD events. This was no considered in the final rating of the criterion.

²⁷ This indicator was moved from effectiveness to efficiency, as the team during data analysis found it would be more meaningful in assessing efficiency than effectiveness.

²⁸ This was not considered in the end, it would not be very representative of the efficiency, for example for evaluations, the ratio might be higher or lower due to team variation, or variation in scope of evaluation.

Sustainability				
EQ5: To what extent is any progress made in implementing the strategy in terms of efficiency and effectiveness sustainable beyond the strategy period?	EQ5.1: To what extent have tools and systems to increase relevance, efficiency and effectiveness been institutionalised in IDEV to ensure sustainability?	<ul style="list-style-type: none"> - Extent to which there is evidence of institutionalization – including maintenance, resourcing - of systems and tools MARS; EVRD; website; evaluation manual, system for work program planning and consultation - Extent to which systems and tools are appropriated by IDEV staff and other intended users. 	<ul style="list-style-type: none"> -Document review -Interviews -Focus groups -Google analytics (EVRD, website, MARS) 	<ul style="list-style-type: none"> -IDEV staff and management -2017 Audit
	EQ5.2: To what extent is there demand amongst IDEV stakeholders (internal and external) to continue with the increased number of evaluations (high level), while working to enhance quality and timeliness?	<ul style="list-style-type: none"> -Share of stakeholders who believe the increased number of deliveries (and therefore the resources required) should be continued in medium term versus a reduction/further increase -Share of stakeholders who perceive the need and likelihood of continued investment in quality and timeliness of evaluation (and therefore the resources required) versus a reduction/greater increase 	<ul style="list-style-type: none"> -Interviews -Focus groups -Stakeholder survey 	
Learning and future directions				
EQ6: Is IDEV learning from experience and what lessons should be drawn	EQ6.1: Did IDEV monitor progress in the implementation of the strategy, in order to adapt and	<ul style="list-style-type: none"> -Appropriate monitoring system designed and applied²⁹ -Stakeholder views on IDEV's ability to learn and adapt to changing context 	<ul style="list-style-type: none"> -Document review -Interviews -Stakeholder survey 	<ul style="list-style-type: none"> IDEV Data IDEV staff and management

²⁹ This indicator was moved to the Effectiveness by the team, as it was more appropriate as an effectiveness indicator.

from implementation of the 2013-17 strategy to inform future strategic directions?	learn from its progress and challenges?		-Focus groups -Quality assessment	Bank staff (inc. IDEV) and management
	EQ6.2: What lessons can be drawn to inform future strategic directions?	-Enabling and hindering factors to the implementation of the strategy, achieving objectives and sustainability -Stakeholder views on future directions (product mix, Quantity vs Quality, relevance)		

Rating scales

Team currently revised the rating scales, the version below was updated to better reflect judgement criteria and use quantification where appropriate but this doesn't change fundamentally the initial rating scales at inception stage.

Rating area	Highly Satisfactory (4)	Satisfactory (3)	Unsatisfactory (2)	Highly unsatisfactory (1)	Comments and Rationale for rating
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Relevance</p>	<ol style="list-style-type: none"> 1. All of the strategy objectives are fully relevant to the overall goal of development effectiveness. 2. The objectives are fully aligned to the OECD/DAC principles. 3. The objectives are fully aligned to the Bank's long-term strategy and the Hi5. 4. The strategy proposed the right actions to achieve the objectives and they remain relevant in the current context of the Bank. There are no short-coming. 	<ol style="list-style-type: none"> 1. The objectives of the strategy are broadly relevant to the overall goal of development effectiveness. 2. The objectives are broadly aligned to the OECD/DAC principles. 3. The objectives are broadly aligned to the Bank's long-term strategy and the Hi5. 4. The strategy largely proposed the right actions to achieve the objectives and they largely remain relevant in the current context of the Bank. There are only very minor short-coming. 	<ol style="list-style-type: none"> 1. Some of the strategy objectives are not fully relevant. 2. The objectives are only slightly aligned to the OECD/DAC principles. 3. The objectives are only slightly aligned to the Bank's long-term strategy and the Hi5. 4. The strategy proposed actions that are only partly relevant to achieving the objectives, and they have lost relevance in the current context of the Bank. 	<ol style="list-style-type: none"> 1. None of the strategy objectives are relevant. 2. The objectives are not aligned to the OECD/DAC principles. 3. The objectives are not aligned to the Bank's long-term strategy and the Hi5. 4. The strategy proposed actions that are not relevant to achieving the objectives, and they have lost relevance in the current context of the Bank. 	<p>Overall, the strategy objectives are found to be relevant to the Bank's development effectiveness (long term strategy and High 5), aligned with OECD/DAC principles.</p> <p>It proposed the appropriate actions. But the design suffered weaknesses-lack of baseline, provisional results framework with unclear indicators.</p> <p>For these reasons, the rating is satisfactory.</p>
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Effectiveness	<p>1. IDEV has delivered as planned in each of the areas of (i) Structure, (ii) resources (human & financial), (iii) systems and tools (iv) evaluation products, (v) knowledge sharing and (vi) ECD.</p> <p>2. IDEV has succeeded in delivering the planned/adequate mix of products</p> <p>3. The expected results – in terms of both quality and quantity - have been achieved.</p>	<p>1. IDEV has largely delivered as planned in most of the areas of: (i) Structure, (ii) resources (human & financial), (iii) systems and tools (iv) evaluation products, (v) knowledge sharing and (vi) ECD.</p> <p>2. IDEV has succeeded in delivering to a large extent the planned/adequate mix of products</p> <p>3. The expected results – in terms of both quality and quantity – have been broadly achieved with few exceptions.</p>	<p>1. IDEV has delivered as planned in only some of the areas of: (i) Structure, (ii) resources (human & financial), (iii) systems and tools (iv) evaluation products, (v) knowledge sharing and (vi) ECD.</p> <p>2. IDEV has succeeded in delivering the planned/adequate mix of products to a limited extent</p> <p>3. The expected results – in terms of both quality and quantity – have only been achieved in some areas.</p>	<p>1. IDEV has delivered as planned in very few or none of the areas of: (i) Structure, (ii) resources (human & financial), (iii) systems and tools (iv) evaluation products, (v) knowledge sharing and (vi) ECD.</p> <p>2. IDEV has failed to deliver the planned/adequate mix of products</p> <p>2. The expected results – in terms of both quality and quantity – have not been achieved.</p>	<p>IDEV delivered mostly on commitments in the strategy. The structure, resources (human and financial) evaluation products and KM and ECD were to a large extent delivered. It did not deliver an important tool (the evaluation manual).</p> <p>It failed to deliver the mix of products envisaged: no PCR/XSR validations were done until 2016 and there are still backlogs remaining. IDEV also did not continue producing PPERs (especially private sector) as planned.</p> <p>The expected results in terms of quality and quantity has been achieved according to QA, survey and stakeholder interviews and focus groups.</p> <p>For these reasons, the rating is satisfactory.</p>

Efficiency	<p>1. 90%+ of the outputs (structure, systems and tools; strengthened team) were delivered on time.</p> <p>2. 90% of the evaluation products and Knowledge sharing and ECD activities were completed on time.</p> <p>3. IDEV managed its resources (human and financial) efficiently to a large extent: budget execution rate, number of high level evaluation/team member; system put in place for budget estimation</p>	<p>1. 60%+ of the outputs (structure, systems and tools; strengthened team) were delivered on time.</p> <p>2. 60%+ of the evaluation products and Knowledge sharing and ECD activities were completed on time.</p> <p>3. IDEV managed its resources (human and financial) efficiently to some extent: budget execution rate, number of high level evaluation/team member; system put in place for budget estimation</p>	<p>1. Less than 60% of the outputs (structure, systems and tools; strengthened team) were delivered on time.</p> <p>2. Less than 60% of the evaluation products and Knowledge sharing and ECD activities were completed on time.</p> <p>3. IDEV managed its resources (human and financial) efficiently to a small extent: budget execution rate, number of high level evaluation/team member; system put in place for budget estimation</p>	<p>1. Less than 30%+ of the outputs (structure, systems and tools; strengthened team) were delivered on time.</p> <p>2. Less than 30% of the evaluation products and Knowledge sharing and ECD activities were completed on time.</p> <p>3. IDEV did not manage its resources (human and financial) efficiently.</p>	<p>In terms of outputs, the tools and systems were not delivered on time (MARS, EVRD, Website) but this is due also to unrealistic timeline set in the strategy document.</p> <p>75% of evaluations products were delivered as expected. This was not verified of Knowledge sharing events and products, therefore was not considered in the final rating.</p> <p>Budget execution rate was not achieved, and the system for budget estimation and management were not in place.</p> <p>This explains why the rating for efficiency is satisfactory</p>
Sustainability	<p>IDEV has fully institutionalised its resources, systems and tools and there is clearly both demand and internal appetite to continue in the same direction.</p>	<p>IDEV has generally institutionalised its resources, systems and tools with few exceptions and there is both demand and internal appetite to continue in a similar direction.</p>	<p>IDEV has not institutionalised its resources, systems and tools in many cases; and there is patchy demand and/or internal appetite to continue in a similar direction.</p>	<p>IDEV has failed to institutionalize its resources, systems and tools and there is very limited demand and/or internal appetite to continue in a similar direction.</p>	<p>Most mechanisms to ensure sustainability are in place with the exception of a few, and for that reason the rating is satisfactory.</p>

Annex 5: Quality Assessment template

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
i) Context, object, purpose, objectives, and scope of the evaluation		
<p>1. The background/context of the object of the evaluation is clearly described and includes all relevant factors.</p> <p><i>Key social, cultural, political, economic, and institutional factors that are relevant to the object of the evaluation.</i></p>		
<p>2. A detailed description of the object of the evaluation is included.</p> <p><i>Clear identification of the object of the evaluation, its geographic location, timeframe, goal, objectives, stakeholders, beneficiaries, budget, implementation status, key components/activities, expected results.</i></p>		
<p>3. The purpose of the evaluation, including its intended use and users and the relevance of its timing, are clearly presented.</p> <p><i>Clear statement describing the evaluation purpose, its rationale, intended use, intended users, and the relevance of its timing.</i></p>		
<p>4. The specific objectives of the evaluation are clearly outlined and coherent with the purpose.</p> <p><i>Relevant listing of specific evaluation objectives that are well aligned with the evaluation purpose statement.</i></p>		
<p>5. The scope of the evaluation is clear and coherent with the purpose of the evaluation.</p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<i>Clear identification of geographic areas and timeframe covered, and programmatic inclusions/ exclusions. The scope is aligned with the evaluation purpose.</i>		
<p>6. Evaluation criteria are identified and coherent with the purpose of the evaluation.</p> <p><i>Reference to standard OECD-DAC evaluation criteria, namely: relevance, effectiveness, efficiency, and sustainability. Other criteria, if used, should be explained.</i></p>		
<p>7. Cross-cutting issues are sufficiently addressed in the description of the context, evaluation object and scope, where applicable.</p> <p><i>Sufficient attention paid to relevant cross-cutting issues, such as gender equality, environment/climate, inclusive growth, fragility, etc., in the description of the context, evaluation object and scope, where applicable.</i></p>		
<p>OVERALL ASSESSMENT</p> <p>SECTION I</p> <p><i>Explanation of the average section rating, summarizing the strengths and weaknesses identified.</i></p>	Average rating section i	
ii) Design and methodology		
<p>8. The evaluation design is clearly described and appropriately aligned with the evaluation purpose. In the case of theory based evaluations, a clear and coherent theory of change of what is being evaluated is provided which includes assumptions and is used to inform the evaluation questions.</p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<p><i>Clear and relevant information on evaluation design, such as experimental, quasi-experimental, non-experimental, theory-based, etc. If theory based, clear and coherent description of the logic model/theory of change of the object of the evaluation. This includes a description of the assumptions underlying the causal linkages and of the indicators/judgment criteria/ benchmarks used for measuring results achievement.</i></p>		
<p>9. The report clearly identifies the main sources of information and adequately explains data collection, sampling, and analysis methods. <i>Clear identification of primary (where applicable) and secondary sources of information and explanation of: quantitative and/or qualitative data collection methods, such as online surveys, semi-structured interviews, focus groups, etc.; sample, including selection criteria for each method; quantitative and/or qualitative data analysis methods, such as triangulation, statistical analysis, most significant change, etc.</i></p>		
<p>10. Evaluation questions are well aligned with the evaluation criteria identified and supported by clear and measurable indicators or judgment criteria. <i>Evaluation questions are linked to the evaluation criteria and presented in an evaluation matrix that should comprise at least 4 columns (criteria/questions, sub-questions, indicators, and data collection methods for each question) and should be included in annex if not in main report.</i></p>		
<p>11. The evaluation risks and limitations, and appropriate mitigation strategies for each, are clearly explained.</p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<p><i>Clear description of evaluation risks and limitations faced and mitigation strategies used. Any significant differences from the planned approach should be explained.</i></p>		
<p>OVERALL ASSESSMENT SECTION II <i>Explanation of the average section rating, summarizing the strengths and weaknesses identified.</i></p>	<p>Average rating section ii</p>	
<p>iii) Process</p>		
<p>12. There are logical links between information presented in key evaluation products, e.g. ToR, approach paper, inception report, and summary evaluation report. <i>Consistency in the evaluation objectives, scope, design and methodology with each successive product development upon the previous. Any differences in approach introduced during the process should be explained.</i></p>		
<p>13. The report identifies the key stakeholders that were engaged in the evaluation process and explains how they were engaged. <i>Identification of key stakeholders consulted for the evaluation, their level of consultation, roles and responsibilities of each, including of a steering or other advisory committee if any.</i></p>		
<p>14. The evaluation quality assurance process is clearly described. <i>Clear information on how the quality was/would be ensured in the evaluation, e.g. stakeholder involvement in validation of findings, peer review of evaluation report, etc.</i></p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<p>15. There is evidence to indicate that the evaluation findings were/would be disseminated/ communicated.</p> <p><i>Knowledge-sharing plan in approach paper and/or evidence that key evaluation findings were disseminated/ communicated through a debriefing, workshop, publication, etc.</i></p>		
<p>16. There is evidence of consideration of other OECD-DAC and AfDB-IDEV evaluation principles, namely independence, impartiality, ethics, coordination and alignment, partnership and capacity development.</p> <p><i>Evidence of: organizational independence and avoidance of conflict of interest; avoidance of bias in findings reported; ethical guidelines and codes of conduct followed; national and local evaluation plans, activities and policies taken into account; and evaluation learning supported and strengthened in regional members.</i></p>		
<p>OVERALL ASSESSMENT</p> <p>SECTION III</p> <p><i>Explanation of the average section rating, summarizing the strengths and weaknesses identified.</i></p>	<p>Average rating section iii</p>	
<p>iv) Clarity and robustness of reporting</p>		
<p>17. The evaluation report has a clear and logical structure and concise, representative executive summary.</p> <p><i>Logical order of presentation: background/context, object of the evaluation, evaluation purpose, objectives, scope, methodology, findings, etc. Succinct executive summary covering all key elements of the evaluation, e.g. maximum 5 pages.</i></p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<p>18. The evaluation report presents clear analysis and findings are based on multiple (2+) lines of evidence.</p> <p><i>Evidence of triangulation - at least 2 lines of evidence presented in findings – and diversity of perspectives. Evidence that data gaps, if any, are discussed and, where relevant, caveats are provided to guide the reader on the interpretation of findings.</i></p>		
<p>19. The evaluation criteria and questions are systematically answered.</p> <p><i>Findings should systematically respond to the evaluation criteria and questions and explanations provided for questions it was not possible to answer; any revisions to original questions are also documented.</i></p>		
<p>20. Cross-cutting issues are sufficiently assessed in the findings and conclusions, and recommendations (where applicable).</p> <p><i>Assessment of cross-cutting issues, such as gender equality, environment/climate, inclusive growth, fragility, etc. across the evaluation findings and conclusions, and recommendations (where applicable).</i></p>		
<p>21. The links between the evidence, the findings and conclusions, lessons learned (if any), and the recommendations are evident.</p> <p><i>Coherence among the findings, conclusions, lessons learned (if any), and the recommendations. Conclusions, lessons, and recommendations should not introduce new information not addressed in the findings.</i></p>		
<p>22. Conclusions add value to the findings.</p> <p><i>Conclusions that provide evaluator insights based on the findings with respect to the main evaluation criteria, e.g. they describe the foreseeable implications of the findings for future initiatives. Conclusions should include a description of the main strengths and</i></p>		

CRITERIA/SUB-CRITERIA	RATING	ASSESSOR COMMENTS*
<p><i>weaknesses of the object of the evaluation but should not simply repeat or summarize key findings.</i></p>		
<p>23. Lessons learned are clearly and correctly identified. <i>Lessons that are clearly stated and demonstrate broader relevance/ applicability beyond the object of the evaluation itself.</i></p>		
<p>24. Recommendations are clear and specific, but not prescriptive, and indicate a timeline. <i>Recommendations that are organized by order of priority and actionable but not prescriptive.</i></p>		
<p>25. There is evidence of an adequate management response to the evaluation recommendations (criterion not applicable to synthesis and cluster evaluations) <i>Type of management response, e.g. acceptance of most or all recommendations and timeline for implementation, explanation for rejecting any recommendations.</i></p>		
<p>26. The report (detailed technical and/or summary) contains relevant annexes. <i>Complementary information, such as evaluation matrix, list of stakeholders consulted, other sources of information (provided this does not conflict with privacy and confidentiality), data collection tools, and data tables/additional evidence or context to support the analysis and findings presented, etc.</i></p>		

Summary results from Quality assessment

Key Findings

For all evaluations combined, the majority of quality assessment criteria were rated “satisfactory” and “highly satisfactory”, with a fairly even distribution of these ratings among the four clusters of criteria.

The most frequent rating for all four clusters of criteria was “satisfactory” with design and methodology showing the greatest variation in ratings among all evaluations.

There is a marked improvement in the quality of evaluations over time from 2009-12 to 2015-17, with all 13 second period evaluations receiving either a “satisfactory” or “highly satisfactory” average rating for all clusters. Among the four clusters, cluster 2 on design and methodology showed the most improvement.

Among the seven criteria related to the context, object, purpose, objectives, and scope of the evaluation, description of the object of the evaluation and scope of the evaluation are the highest rated criteria, and cross-cutting issues the lowest rated criterion, in both periods under review.

Within the design and methodology cluster, data collection, analysis and sampling is the highest rated criterion, with no evaluations showing a “highly unsatisfactory” rating on this criterion, and alignment of evaluation questions with criteria and indicators in an evaluation matrix is the lowest rated criterion, although there was significant improvement on this criterion in the second period evaluations.

The rating scale used by IDEV evaluations was also found to be problematic. The assessment team acknowledges IDEV’s recent decision to replace the cumbersome 6-point rating scale with a 4-point scale for future evaluations. However, the labels on the new scale – “highly unsatisfactory”, “unsatisfactory”, “satisfactory”, “highly satisfactory” – remain problematic to a certain extent as they do not allow for a more nuanced assessment between “unsatisfactory” and “satisfactory” where this would be relevant or applicable.

The links between evaluation products for each evaluation were logical overall, despite some overlap in information in some cases or sometimes key elements missing from the summary report likely due to restrictions in the number of pages allowed for these reports.

Evaluation principles adhered to by IDEV – independence, impartiality, ethics, coordination and alignment, partnership and capacity development –, while they may have effectively been followed, were not satisfactorily documented across both periods. A process-related criterion that was rated somewhat lower in the second period concerns stakeholder engagement: key evaluation stakeholders and their roles and responsibilities were not always systematically identified.

The large majority of evaluation reports were well structured and included a concise executive summary, presented evidence-based findings, addressed the evaluation criteria and questions, and included relevant recommendations but did not always explicitly identify the sources from which data were derived.

All evaluations demonstrated clear linkages between the evidence, findings, conclusions, lessons learned, and recommendations overall, despite the lack of distinction sometimes between the elements that each should address. Cross-cutting issues were not well reflected in the findings and conclusions in almost half the reports reviewed spanning both periods while lessons learned, where applicable, were either not included or not correctly worded as lessons in half of the reports, particularly those from the second period. Recommendations, while relevant overall, often did not include a timeline for implementation.

Figure 0.1 Percentage of criteria rated 3 and 4 by cluster, all evaluations

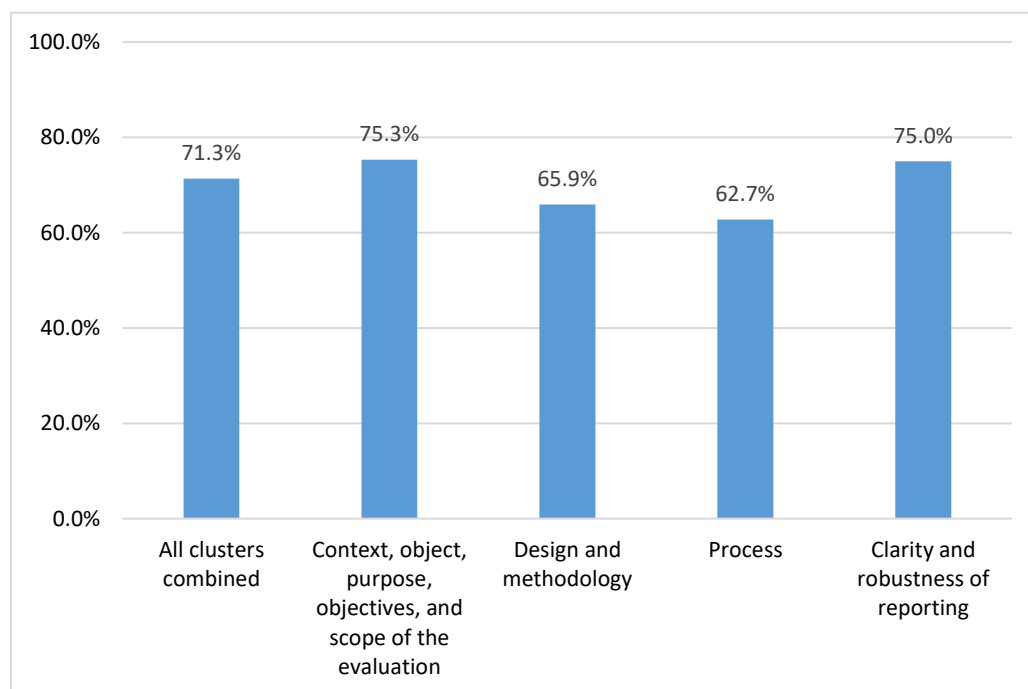


Figure 0.2 Average cluster ratings, all evaluations (n=22)

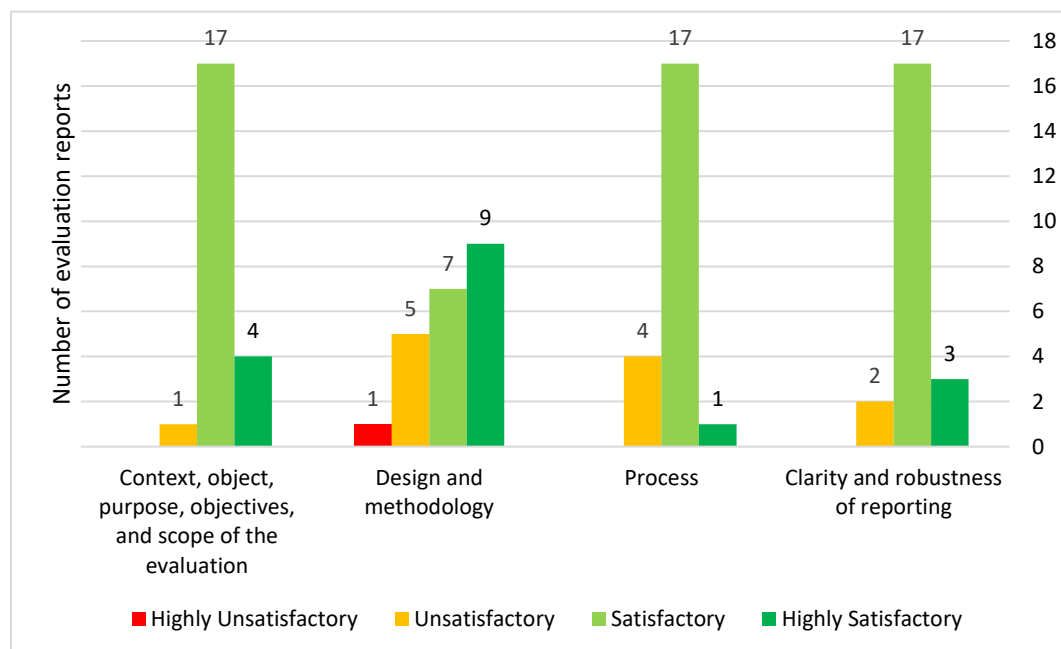
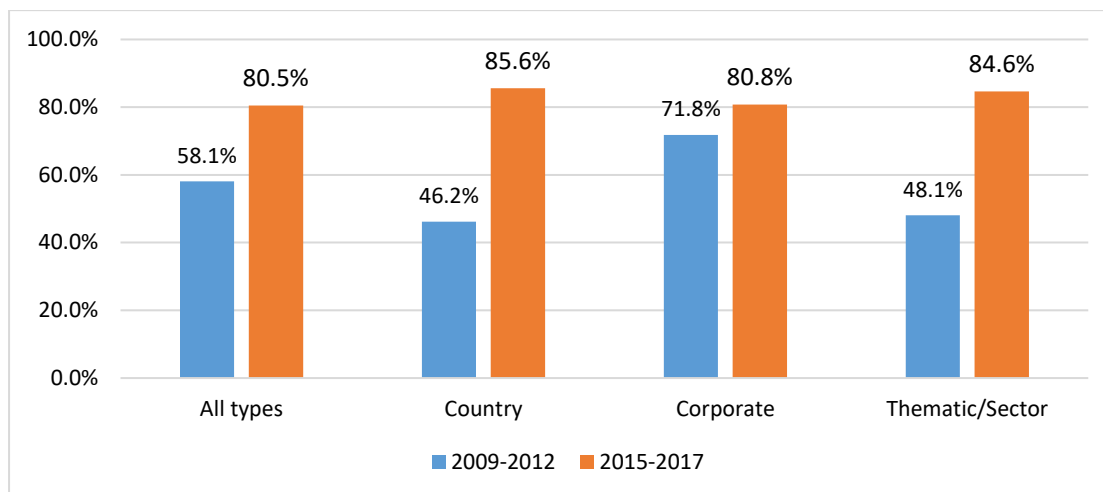
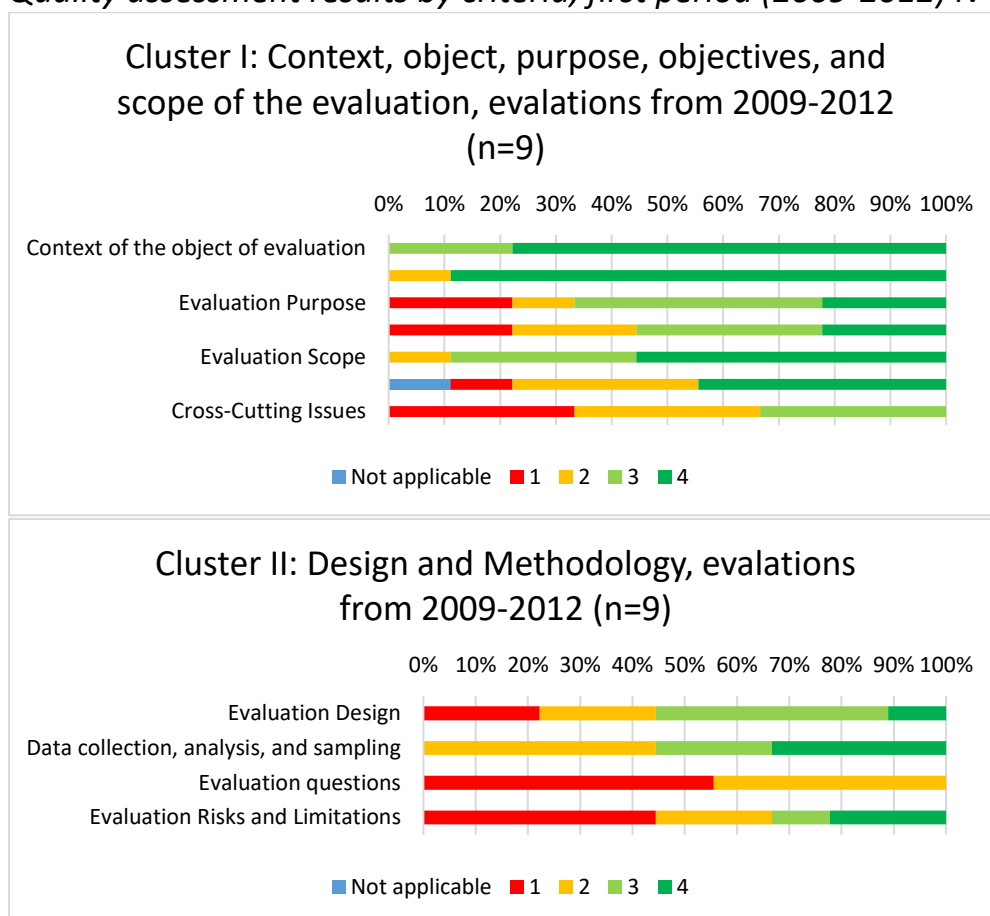


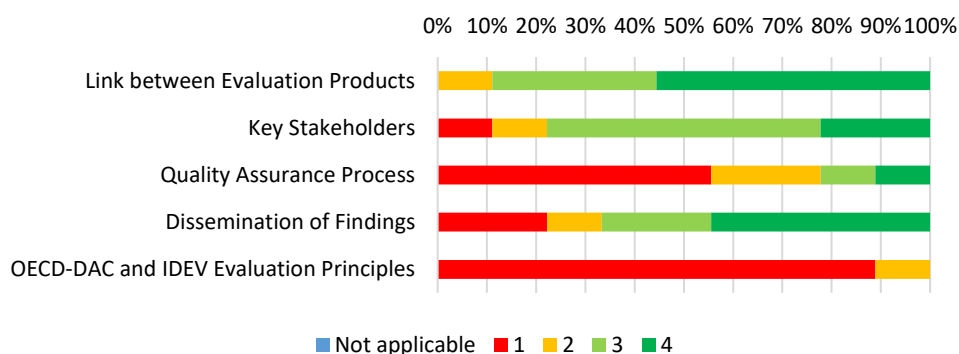
Figure 0.3 Comparison of percentage of criteria rated 3 and 4 by evaluation period and type



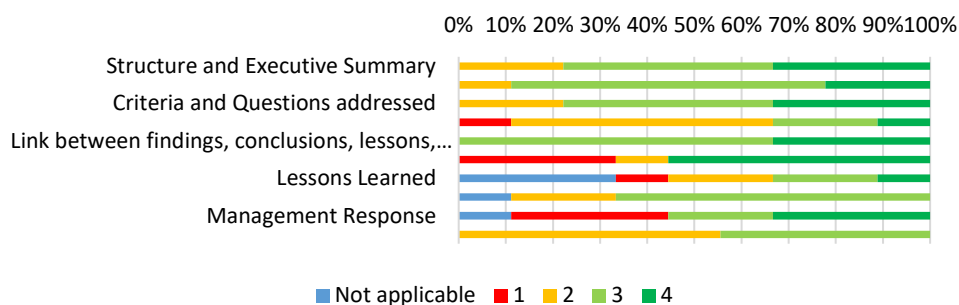
Quality assessment results by criteria, first period (2009-2012) N=9



Cluster III: Process, evaluations from 2009-2012 (n=9)

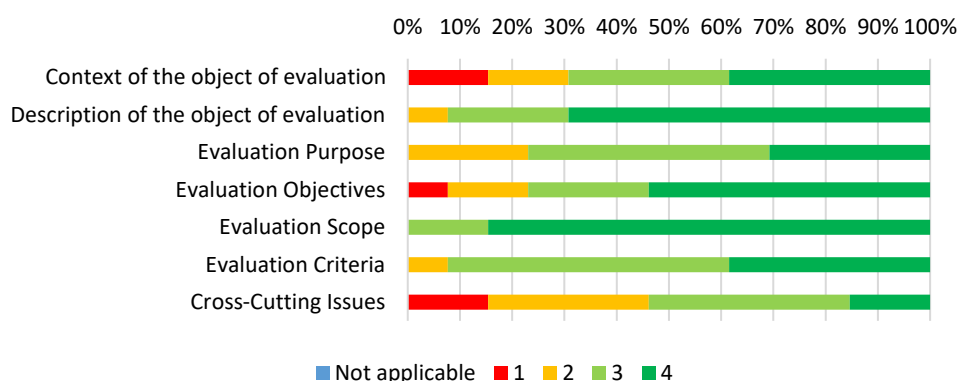


Cluster IV: Clarity and robustness of reporting, evaluations from 2009-2012 (n=9)

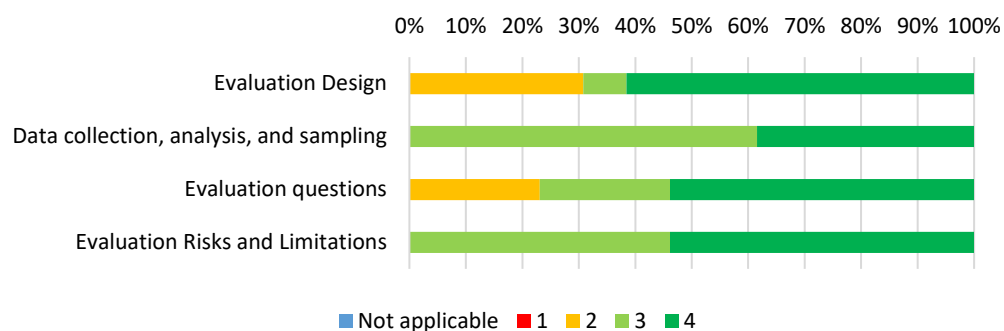


Quality assessment results by criteria, second period evaluations (2015-2017) N=13

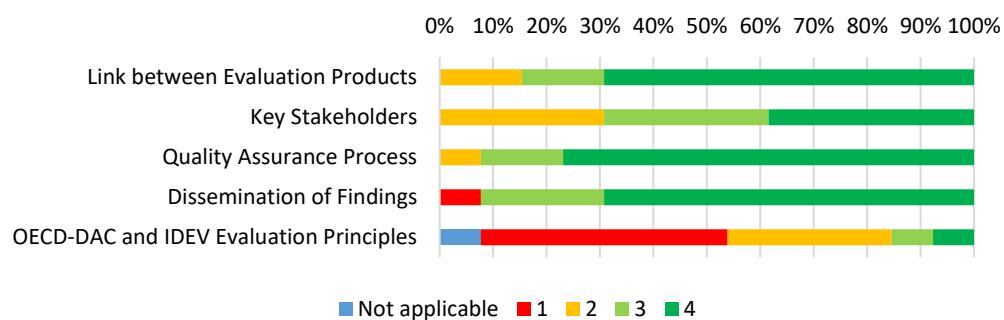
Cluster I: Context, object, purpose, objectives, and scope of the evaluation, evaluations from 2015- 2017 (n=13)



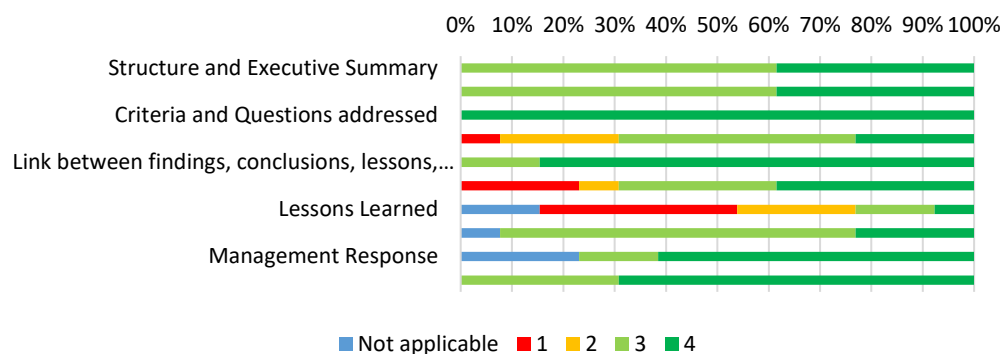
Cluster II: Design and Methodology, evaluations from 2015-2017 (n=13)



Cluster III: Process, evaluations from 2015-2017 (n=13)



Cluster IV: Clarity and robustness of reporting, evaluations from 2015-2017 (n=13)



Recommendations from the Quality assessment of evaluation products

Based on the findings and conclusions of this quality assessment, we put forth some recommendations related to the different evaluation products for IDEV-AfDB in their support of the evaluation function.

Consider adding a requirement for stakeholder mapping. This requirement would be stipulated in the initial evaluation planning documents and the stakeholder map developed by the evaluators and presented in both the inception and evaluation technical reports (in the annexes if too detailed). This would ensure all key stakeholders (internal and external) are identified and their roles and contributions clearly described.

IDEV should define what cross-cutting themes to prioritize on the basis of what AfDB policy has identified as important and should identify which of these themes are relevant for each type of evaluation:

- Relevant cross-cutting themes should be explicitly identified at the outset (inception phase) and effectively integrated in a cross-cutting manner, beginning with the description of the context and object of the evaluation through the evaluation objectives, scope, findings, conclusions, and recommendations;
- Where the absence of disaggregated data on these themes impedes their full assessment, the evaluation can be an opportunity to probe these issues further through their integration in the evaluation framework and corresponding primary data collection instruments and to recommend to management that more attention be paid to them in the monitoring of Bank operations.
- With respect to gender equality in particular, while it may not be deemed a relevant cross-cutting theme in all types of evaluations conducted by IDEV, given that the AfDB, like all international financial institutions, has a policy that defines its commitment “to promote gender mainstreaming as a means of fostering poverty reduction, economic development and gender equality on the continent recognizing gender equality as a development objective”³⁰, and because IDEV led the drafting of guidance for ECG on gender-responsive evaluations and integrating gender analysis into project-level evaluation³¹, IDEV should attempt to systematically integrate gender considerations into all evaluations that involve the assessment of projects as well as other types of evaluations where it would be relevant to do so.
- Where support is needed for the effective integration of these issues, IDEV should seek expert technical assistance through specialized workshops, webinars, etc. aimed at development the capacities of task managers in these areas.

Ensure that OECD-DAC and AfDB-IDEV evaluation principles related to evaluation independence, impartiality, ethics, partnership, coordination, and capacity development are clearly and explicitly stated and explained in the various evaluation products, from the design to final report stage, and considered as part and parcel of the evaluative process. Evidence of consideration of these principles could be provided following the description of the evaluation methodology, in the introduction of various data collection tools, and in a disclaimer in the opening pages of evaluation reports (both summary and technical reports).

³⁰ African Development Bank-African Development Fund. June 2001. *The Gender Policy*. OESU, p. i.

³¹ See Evaluation Cooperation Group. 2017. *Integrating Gender into Project-level Evaluation*. Abidjan: IDEV-AfDB.

Acknowledging IDEV's recent decision to replace the cumbersome 6-point rating scale with a 4-point scale for future evaluations, consider re-labeling the new scale to allow for a more nuanced assessment between "unsatisfactory" and "satisfactory" where this would be relevant or applicable. The scale should allow for a perspective that more positively reflects some degree of progress made toward satisfactory performance. We recommend replacing the existing rating labels with the following: "unsatisfactory", "partly unsatisfactory", "satisfactory" and "highly satisfactory".

Clearly identify the basic elements that each evaluation product should contain and clarify the circumstances under which ToR, approach papers, and inception reports should be produced.

Develop guidance for evaluators with clear definitions of key evaluation terms to ensure a distinction is made between the type of information that should be included in the different sections of the evaluation report, e.g. evaluation findings, conclusions, lessons learned, and recommendations.

Ensure that recommendations are discussed systematically with the relevant operations sections of the Bank and clearly prioritized or classified with a corresponding timeframe to help inform decision making. While avoiding the formulation of recommendations that are too prescriptive, IDEV should identify issues of concern within the recommendations to connect them more specifically to the evaluation findings reported.

Ensure the annexes in the inception report include the data collection tools and the annexes in the summary report contain an abridged evaluation matrix, a key evaluation tool that links the scope of the evaluation to the evaluation methodology. The abridged matrix could include the evaluation criteria and main corresponding questions as well as a sample of key indicators – both quantitative and qualitative where relevant – and the data collection methods.

Annex 6: Conclusions of the survey report and selected graphs

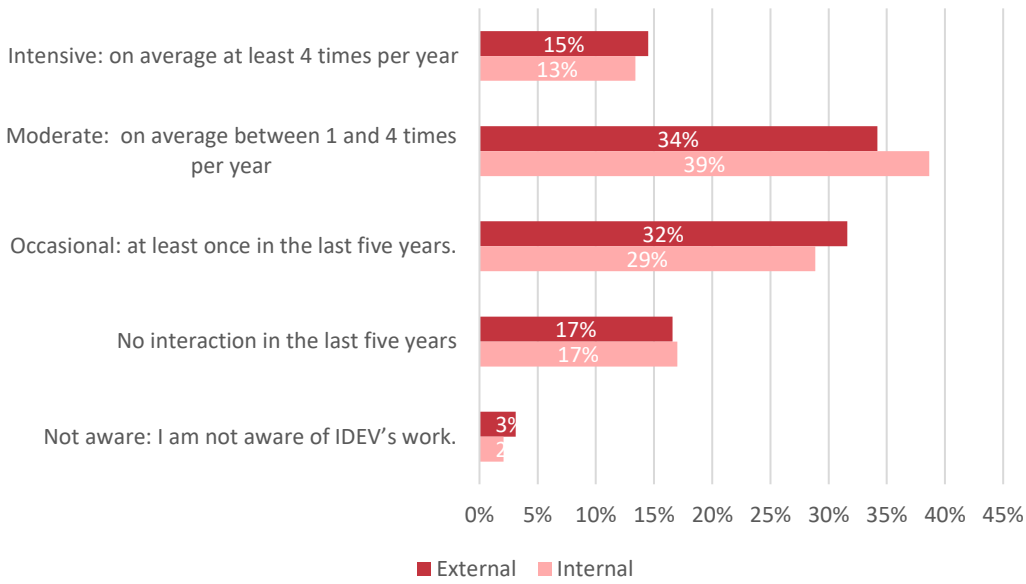
- **Engagement with IDEV highly varies between stakeholder types, but on average about half of stakeholders engage at least once a year with IDEV**, the other half less. A substantial share of identified internal and external contacts (20%) did not have any engagements in the last five years whether during or after evaluations, and timely feedback seems to be missing when interacting with them.
- **The quality of IDEV evaluations is typically considered as satisfactory**, with a substantial share of respondents (±20%) indicating that it is highly satisfactory. Dissatisfaction is very limited (typically less than 10%), although stakeholder engagement and actionability score less well. External stakeholders are overall slightly more satisfied than internal stakeholders with respect to quality.
- **Quality is perceived to have significantly improved over the past years**, especially in terms of presentation and accessibility, but also on other aspects. Stakeholder engagement in the evaluation cycle has seen the least improvement over the past five years, according to the stakeholders.
- **Stakeholders use a variety of channels and approaches** to access evaluation knowledge from IDEV, though 'traditional products', such as country strategy evaluations and evaluation briefs and traditional channels (evaluation reports, evaluation magazine) remain more popular than more novel strategies such as twitter or online video/animations. The intensity of interaction of typical internal and external stakeholder is quite low, and the moderate response rate (both internally and externally) would indicate that there is room for improvement in terms of awareness and perceived relevance.

- **For a majority of internal and external stakeholders, IDEV evaluations have been useful.** Around 20-25% of stakeholders indicate that IDEV evaluations have informed project/program design, strategy or policy, decision-making or other evaluations respectively. However, the stakeholders are concerned about the complexity and actionability of IDEV reports. While the internal stakeholders want to see more **thematically rich centered reports**, the external stakeholders would like to see more **country/sectorial specific reports**.
- **A majority of internal and external stakeholders believe that IDEV has contributed to key evaluation objectives of increasing accountability, learning and an evaluation culture in Africa and the AFDB.** However, there is still room for improvement in all categories, most strongly so on promoting an evaluation culture in Africa, which more than a quarter of respondents see no or low contributions. External stakeholders are more positive about IDEV's contribution to these objectives across the board compared to internal stakeholders.

Stakeholders value the independence, competence, professionalism and contextual understanding of IDEV. In addition, they appreciate the wide area of knowledge disposed by the IDEV team, as well as how IDEV leverages all these together with their mastery of African contexts in their evaluations and trainings.

- **However, stakeholders see stakeholder engagement, the over complexity and lack of actionability of reports, the lack of information and feedback to evaluation stakeholders and follow-up as the main weaknesses.**
- **The large majority (91%) of stakeholders who received capacity building support is satisfied or highly satisfied with this support.** This support has typically enhanced theoretical knowledge, practical skills and experience. Networking and especially infrastructure/equipment were affected to a lesser degree.
- **Beneficiaries of capacity building appreciate the competence of IDEV staff, their ability to share experiences from different African contexts, and their ability to create networks.** However, they see stronger engagement, more consistent and regular support and availability of trainings as areas of improvement. Strengths, which have been repeatedly mentioned, include good networking ability maintained by the IDEV team, competence of the team and once more the ability of the IDEV team to share their experiences. Other dimensions for improvement however include engaging youths and universities, consistency in trainings and interacting more with the stakeholders.

Figure 4 Level of involvement of stakeholders in IDEV evaluations



Question 10: Based on your most recent knowledge, how would you rate the quality of IDEV evaluations in terms of the following dimensions.

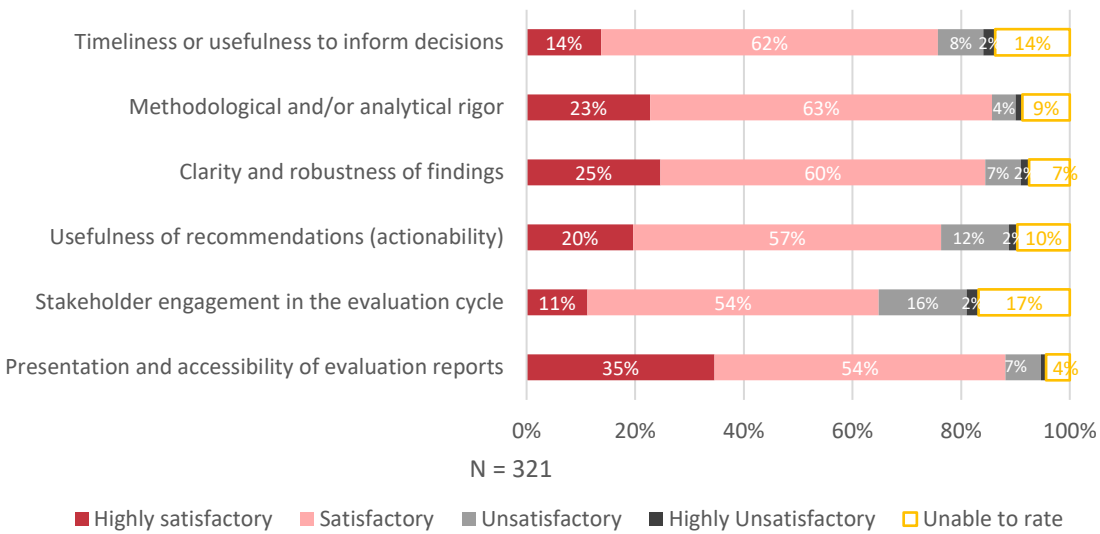


Figure 5 Question 11: Have you noticed any change in dimensions in the past 5 years.

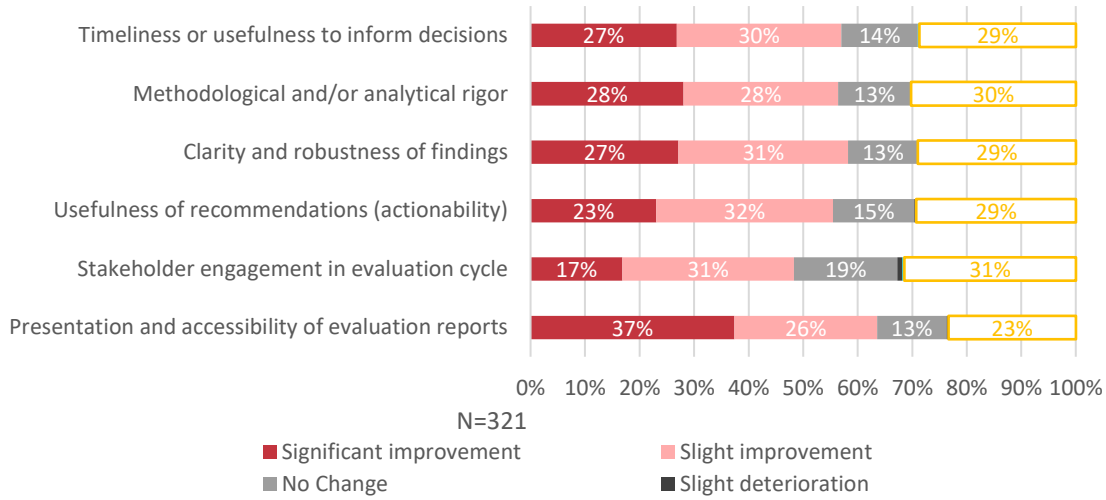


Figure 6 Question 14: Which of the following types of IDEV publications have you read or watched in the last 2 years?

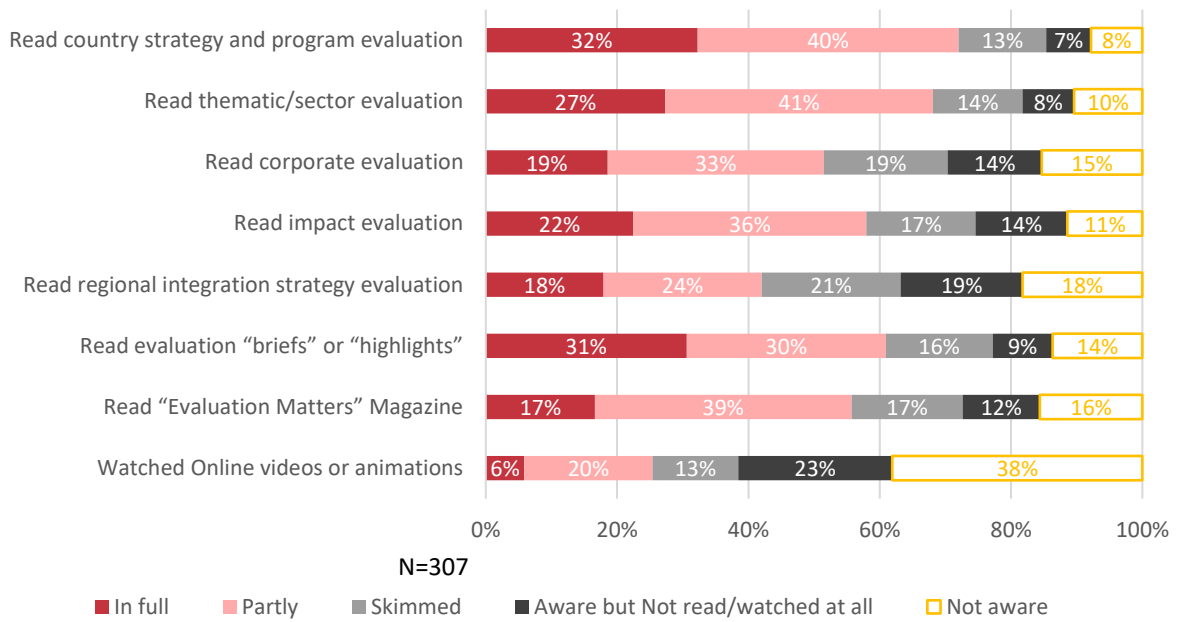


Figure 7 Question 13: IDEV has a range of approaches to sharing knowledge generated through its evaluations, to what extent if any, have you found these to be useful to you?

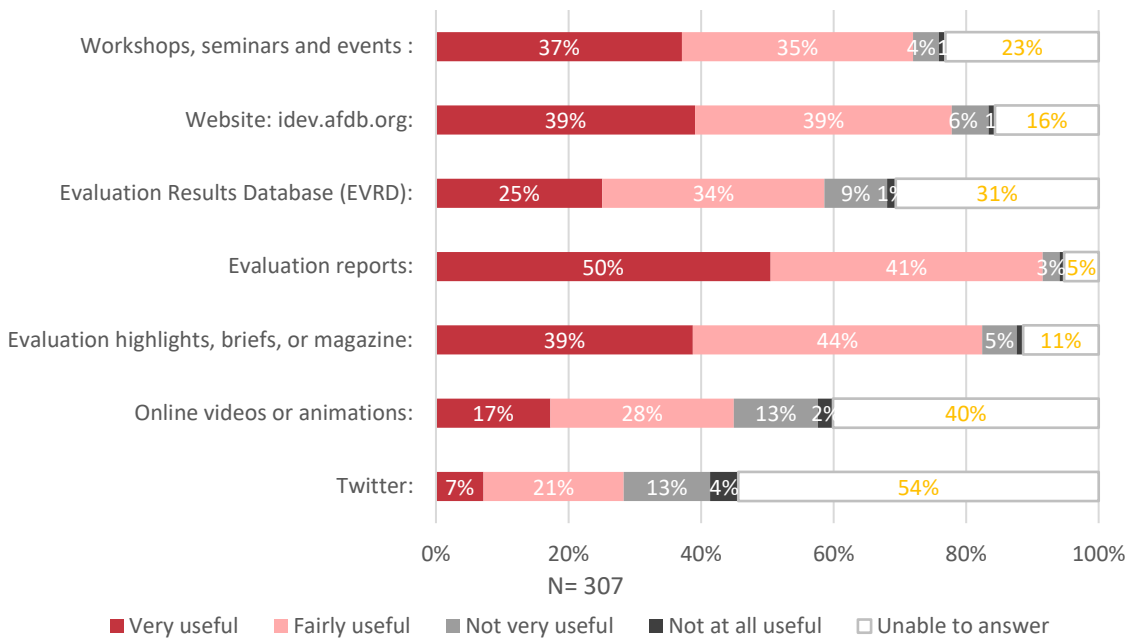


Figure 8 Question 5: What was the nature of the capacity development support that IDEV provided to you or your organization? (N=77)

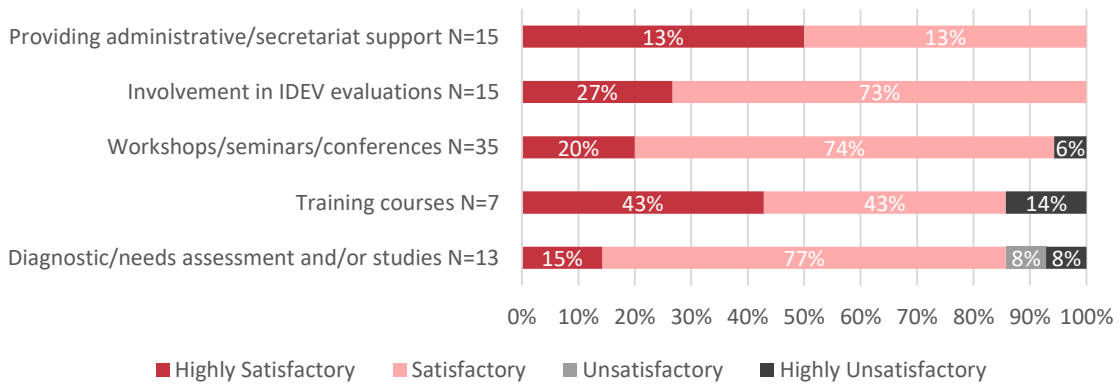


Figure 9 Question 7: Which, if any, of the following areas in the field of Monitoring, Evaluation and Learning do you believe this capacity support has helped you or your organisation?

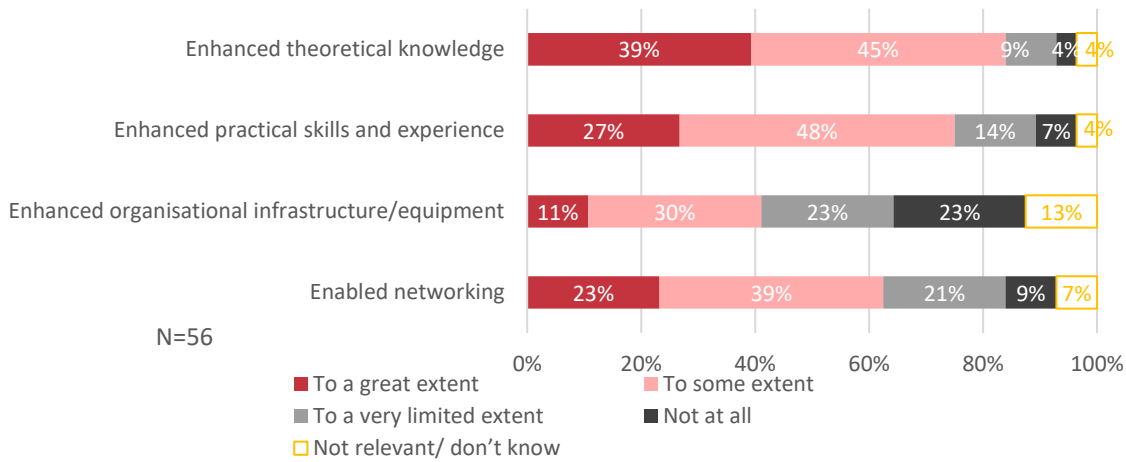


Figure 10 Overall, in your view, what are the main strengths of IDEV?

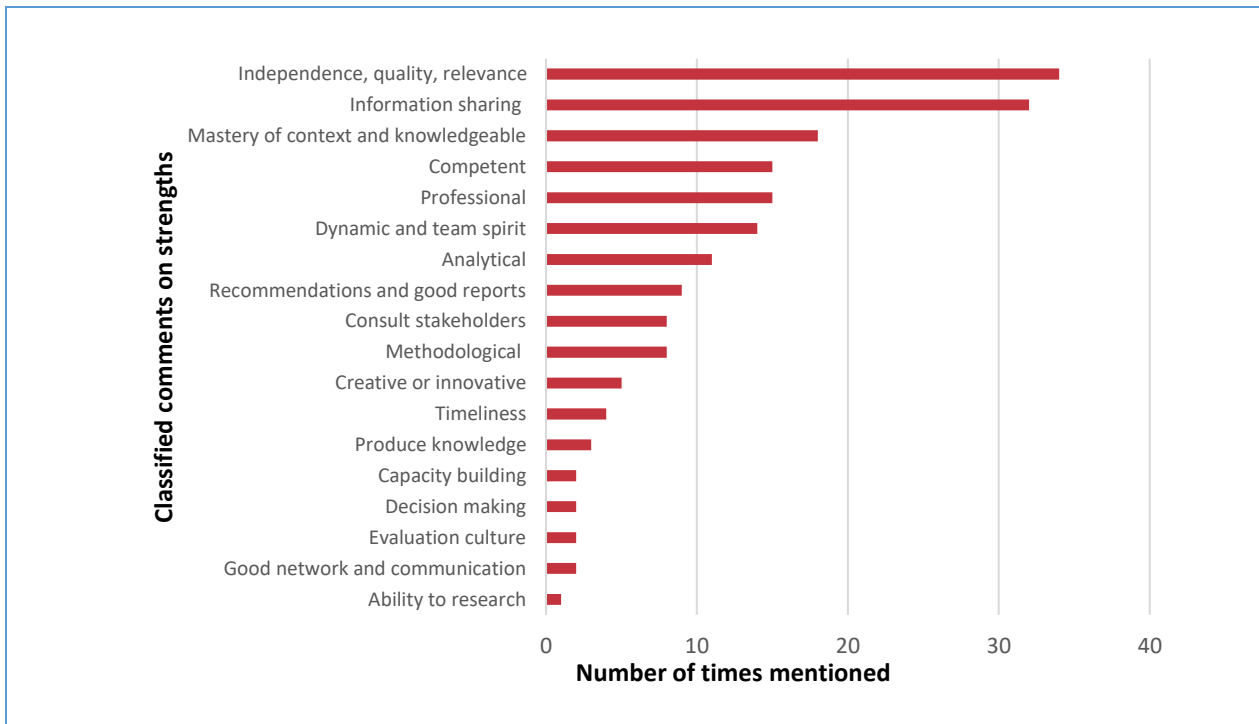


Figure 11 Overall, in your view, what are the main weaknesses of IDEV?

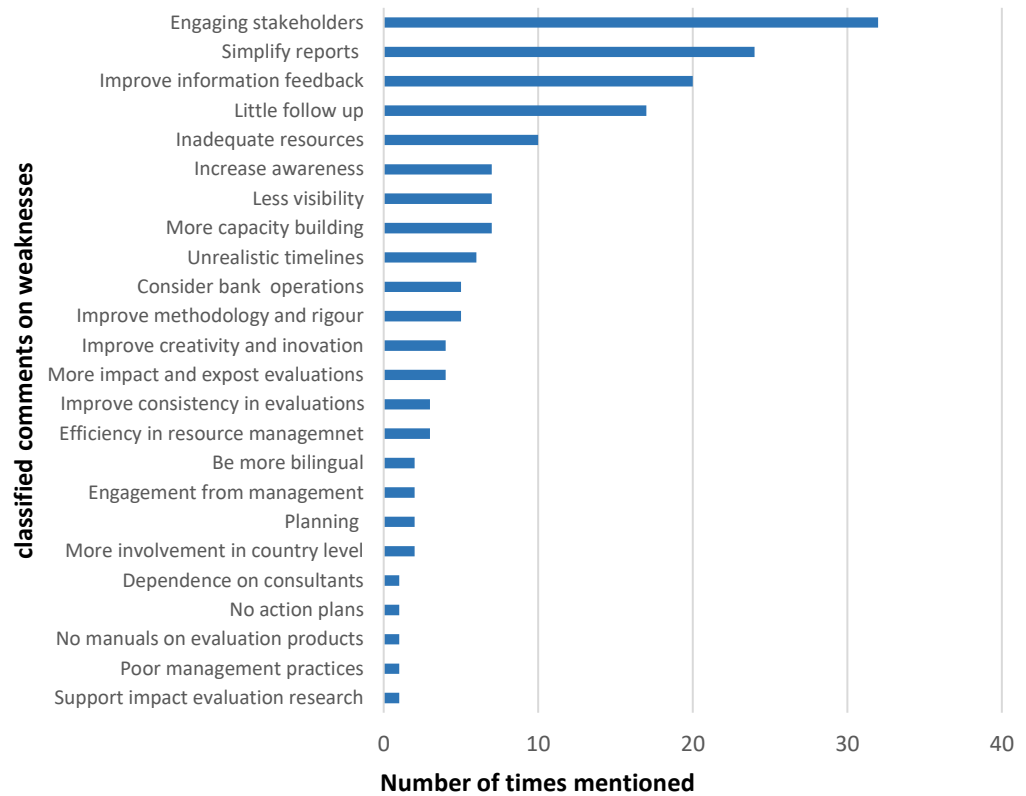
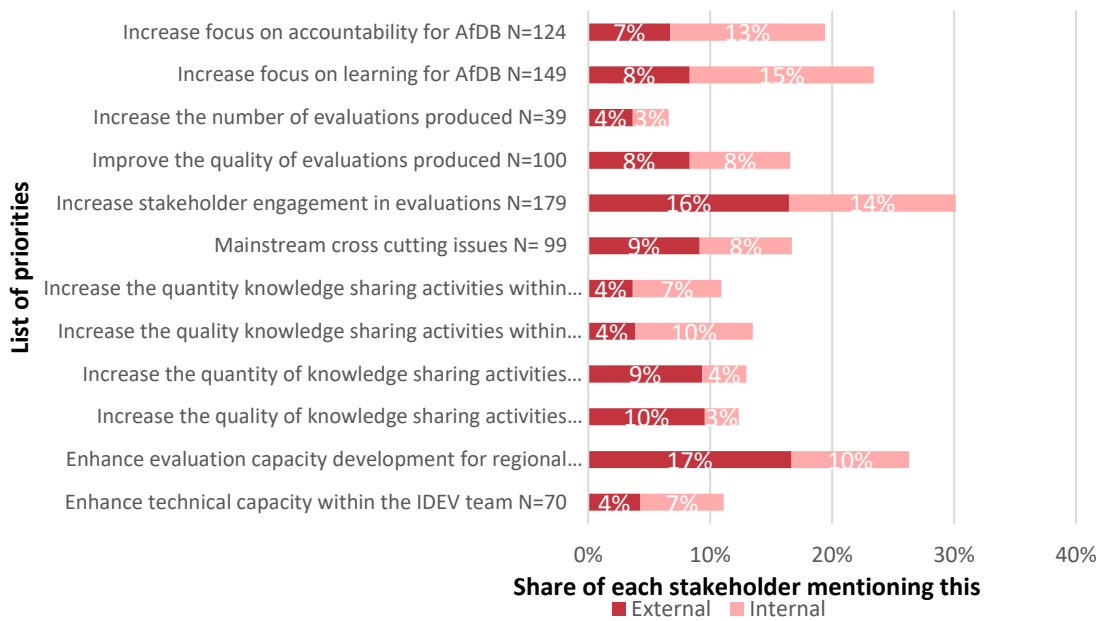


Figure 12 Question 17: In your view, which of the following aspects should be the focus of IDEV's future strategic directions?



Annex 7: Focus group guide

Assessing IDEV's implementation of its 2013-17 Strategy: Facilitator's briefing note for IDEV staff focus groups

BACKGROUND

The Independent Development Evaluation (IDEV) developed the Bank's first Independent Evaluation Strategy in 2013, following an in-depth assessment of the evaluation function. It was designed to serve as a bridge between the overarching policy for independent evaluation (which is considered a long term document) and the rolling work program, which is updated annually.

The Independent Evaluation Strategy covers the period 2013-17, IDEV has extended the strategy until end of 2018 and as an evaluation function, it is crucial to our credibility that we review our progress in implementing the strategy

Focus groups allow informal discussion around a few key themes. They are useful in particular for identifying challenges and solutions, by bringing together those working on these challenges every day, to discuss and exchange ideas. The aim of these staff focus groups is to gather views not only on progress made, but also factors that have either enabled or hindered IDEV in implementing its strategy. Each focus group should ideally include 6-8 participants and provide a forum for frank and informal discussion. While notes will be taken, views expressed in the context of the focus group will not be attributed to individuals.

DISCUSSION TOPICS

After a series of introductions and an opportunity to ask any questions or clarifications upfront, the group will be asked to consider three issues in turn. Roughly, 2 hours will be allocated to each. These are:

1. **Group 1: Relevance of the strategy and putting in place the structure, people, resources, systems and tools.**

Prompts

- Did the strategy identify the right areas of focus, what was missing or under-emphasized?
- Did IDEV put the right structure and tools in place to enable staff to deliver?

2. **Group 2: Delivering products and activities: quality, quantity, timeliness and efficiency**

Prompts

- What are the reasons (underlying factors) explaining improvement in quality as shown by the quality assessment? Where attention is still needed to ensure consistently good quality?
- What about efficient management of resources and timely delivery of products? How can efficiency be improved?
- Views on current products mix adequacy for achieving the objectives (increasing accountability, enhancing learning and creating an evaluation culture)
- What are some unintended outcomes of the implementation of the strategy?
- What worked well and what didn't, and why?

3. **Group 3: Sustainability and future directions**

Prompts

- How can we ensure that the progress made is sustained?
- How can IDEV improve future performance?
- What areas should be prioritized in future strategic directions of IDEV (stakeholder engagement, creating evaluation culture in the Bank, continued improvement in quality products, knowledge management, capacity development, etc.)?

The focus group will close with an opportunity to ask further questions and also to provide written feedback.

Annex 8: Bibliographie

1. The AfDB Independent Evaluation Strategy 2013-2017
2. The AfDB Independent Evaluation Policy (July 2016)
3. Self-assessment of the AfDB Independent Evaluation Function (2012)
4. IDEV annual reports: 2014, 2015, 2016
5. IDEV Rolling Work program 2013-2015
6. IDEV Rolling Work program 2014-2016
7. IDEV Rolling Work Program 2016-2018
8. IDEV Work program Update 2017
9. IDEV management team data on deliverables
10. MARS platform for information on recommendations
11. Budget and HR data