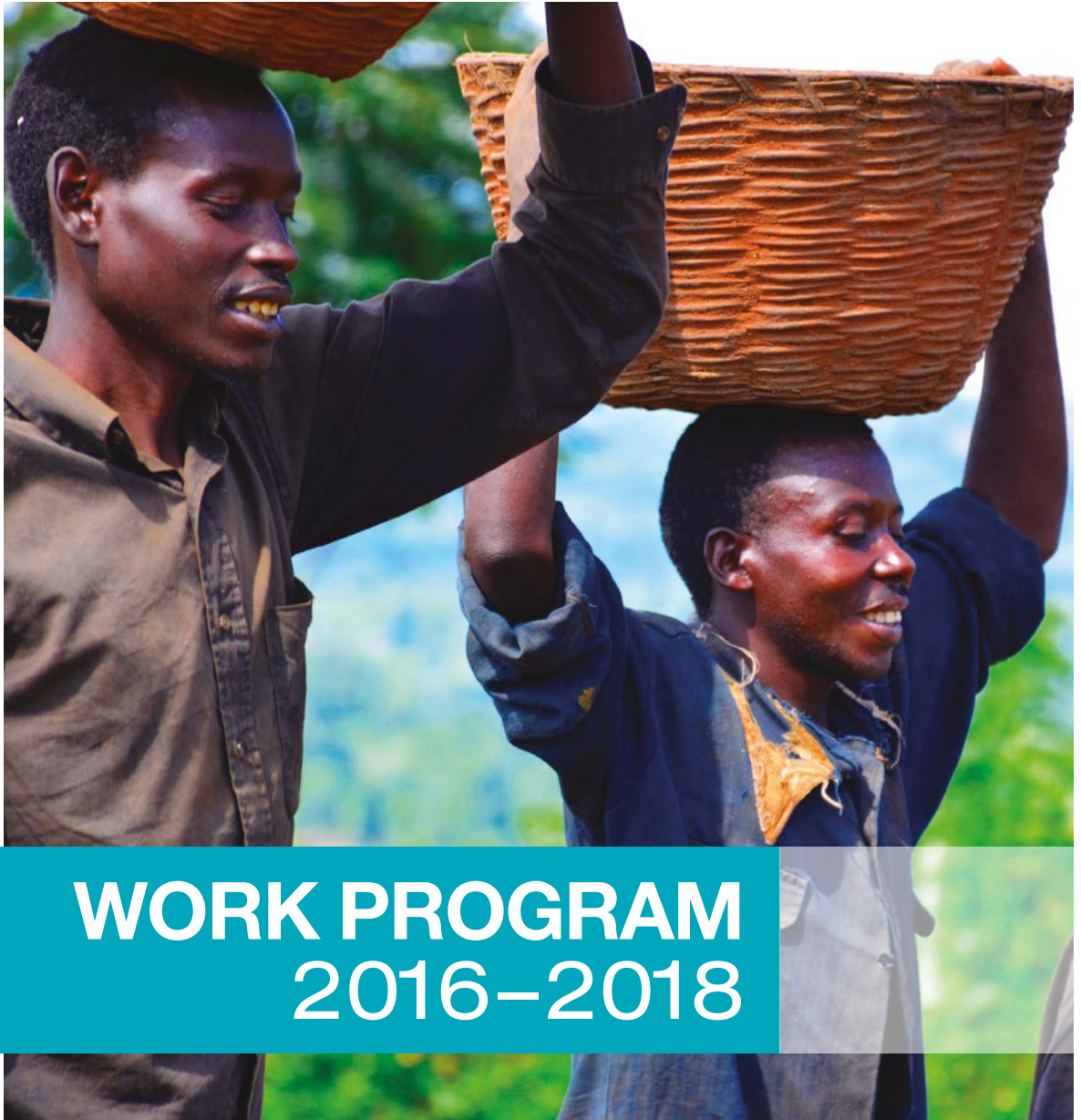


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African Development Bank

December 2015

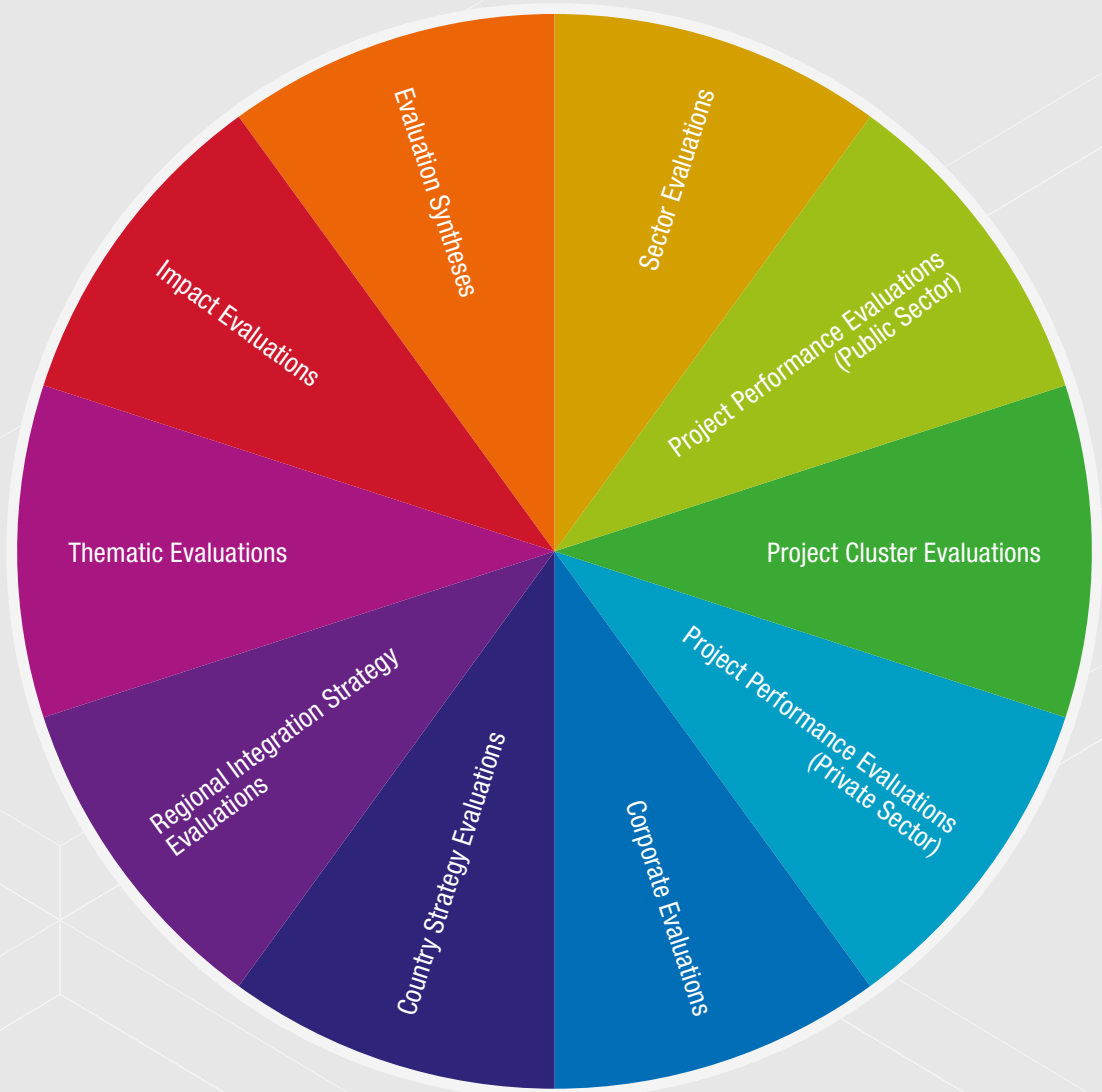


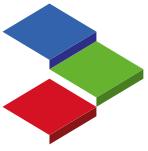
WORK PROGRAM 2016–2018



AFRICAN DEVELOPMENT BANK GROUP

IDEV conducts different types of evaluations to achieve its strategic objectives





IDEV

Independent Development Evaluation
African Development Bank

December 2015



WORK PROGRAM 2016–2018



AFRICAN DEVELOPMENT BANK GROUP

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About the AfDB

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

About Independent Development Evaluation (IDEV)

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

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Summary of 2016–2018 Work Program (Base case, approved)

IDEV Product Lines by launch year	2016	2017	2018
Products			
PCR validation*	100%	100%	100%
PCR validation – field	20%	20%	20%
XSR validation*	50%	50%	50%
PCR/XSR validation synthesis	2	2	2
Project clusters/Project Results Assessment synthesis	2	2	2
Impact Evaluation	1	1	1
Country/Regional evaluation (CSPE/RISPE)**	4	4	4
CSP completion report validation (pilot)***	2	2	2
Sector/Thematic evaluation	3	3	2
Corporate evaluation	2	2	2
Evaluation Synthesis	1	1	1
Knowledge Management/Outreach			
Internal events	10	10	10
External events	2	2	2
Evaluation Matters	4	4	4
Evaluation Week	1	1	1
Baobab Forum	1	1	1
Partnerships and Evaluation Capacity Development			
Support to platforms (APNODE; EPRADI)	2	2	2
Support to countries (Ethiopia; Tanzania; 1 other country****)	3	3	3
Support to organizations (CLEAR; AfrEA)	1	1	1
Backbone			
IDEV peer review report	1		
IDEV annual report	1	1	1
MARS report (annual report on Follow-up of recommendations)	1	1	1
MARS maintenance	1	1	1
EVRD maintenance	1	1	1
Evaluation Manual		1	

*Actual number validated will depend upon number of PCRs/XSRs delivered by Management.

**Including 1 pilot CSP mid-term evaluation per year.

***Delivery will depend upon approval of IDEV proposal for Trust Fund funding.

****Actual number of countries will depend upon available funding.

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Acronyms

ADF	African Development Fund
ADOA	Additionality and Development Outcomes Assessment
AfDB	African Development Bank
AfREA	African Evaluation Association
APNODE	African Parliamentarians' Network on Development Evaluation
CHRM	Human Resources Management Department
CIMM	Information Management Department
CEDR	Comprehensive Evaluation of Development Results
CODE	Committee on Operations and Development Effectiveness
CSP	Country Strategy Paper
CSPE	Country Strategy and Program Evaluation
ECoP	Evaluation Community of Practice
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group of Multilateral Development Banks
ED	Executive Director
EPRADI	Evaluation Platform for Regional African Development Institutions
EQS	Evaluation Quality Standards
EvalPartners	Partnership to enhance evaluation capacity
GCI	General Capital Increase
IDEV	Independent Development Evaluation
LIC	Low Income Country
KM	Knowledge Management
KPI	Key Performance Indicator
MARS	Management Action Record System

MDB	Multilateral Development Bank
MIC	Middle Income Country
MTS	Medium Term Strategy
NSO	Non-Sovereign Operation
OECD DAC	Organisation for Economic Cooperation and Development, Development Assistance Committee
ORQR	Quality Assurance and Results Department
PCR	Project Completion Report
PCREN	Project Completion Report validation Note
PPER	Project Performance Evaluation Report
PPP	Public-Private Partnership
PRA	Project Results Assessment
QAE	Quality At Entry
RISP	Regional Integration Strategy Paper
RISPE	Regional Integration Strategy and Program Evaluation
RMC	Regional Member Country
SME	Small-Medium Enterprise
TYS	Ten Year Strategy of the Bank Group
XSR	Extended Supervision Report
XSREN	Extended Supervision Report validation Note

Executive Summary

The African Development Bank Group's (AfDB or the Bank) Independent Development Evaluation (IDEV) work program 2016–2018 operationalizes the three strategic objectives of accountability, learning and promoting an evaluation culture set out in the 2013–2017 Independent Evaluation Strategy. It has been designed through a process involving an analysis of IDEV's 2013–15 work program performance, and the identification and prioritization of evaluation proposals gleaned from document review and stakeholder consultations.

HIGHLIGHTS OF 2013–2015 WORK PROGRAM

The last three years have perhaps been the most productive in IDEV's almost 30 year history – both in terms of innovation and output. The 2013–15 work program was the first three-year program for IDEV operationalizing the 2013–2017 Independent Evaluation Strategy, a five-year strategy first among multilateral development banks. As such it proposed an evaluation product mix focusing on sector, thematic and country evaluations, and moving away from stand-alone project evaluations. The work program was substantially revised in 2014 to respond to a request from the Board to undertake a comprehensive evaluation of the Bank's development results (CEDR), also a first for IDEV and among multilateral development banks. IDEV's overall delivery far surpassed the agreed 2013–15 work program outputs.

At the project level, the delivery was in excess of the plan on impact evaluations (2 delivered against none planned) and project results assessments (new product line, 25 delivered). Country strategy and program evaluations (CSPEs) have been used

as building blocks for the CEDR, and IDEV is to deliver an unprecedented number of 18 CSPEs¹, compared to an agreed target of 6 CSPEs. As a comparison, IDEV delivered only 14 CSPEs in the decade spanning 2000–2010. The target number of sector and thematic evaluations was also exceeded by more than 30% including all evaluations delivered in the period. Finally 100% of planned corporate evaluations were also delivered, including the CEDR-related evaluations of African Development Fund (ADF) and General Capital Increase (GCI) commitments.

Targets were however missed in two areas. At project level, the percentage of Project Completion Reports (PCRs) and Extended Supervision Reports (XSRs) validated reached only about 50% of the targets, and not all cluster evaluations were delivered, as resources were reallocated to project results assessments to inform the CEDR. Also, the planned evaluation of one regional integration strategy was initially transformed into a cluster evaluation of the four regional integration strategies for cost effectiveness and enhanced learning, but has now had to be carried forward to the 2016–2018 program due to poor performance of consultants that led to cancellation of the contract. However, a first phase focusing on results assessments for completed multinational projects was started in 2015.

IDEV dramatically stepped up its knowledge management, dissemination and outreach activities in 2013–2015. A new dedicated team was created as part of the organizational restructuring that followed the approval of the 2013–2017 strategy to increase and focus efforts on ensuring easy access

¹ The delivery period includes the first half of 2016 since the evaluations were launched in 2015 and the current budget is utilized for their delivery.

to evaluative knowledge by: (i) connecting Bank staff and stakeholders to sources of evaluative knowledge; and (ii) connecting knowledge holders with knowledge seekers.

The promotion of an evaluation culture in Regional Member Countries (RMCs) received particular attention. IDEV initiated a pilot program² for supporting the strengthening of the national evaluation systems of Ethiopia and Tanzania, translating into: (i) a diagnostic assessment of Ethiopia's national monitoring and evaluation system, (ii) training of about 30 Ethiopian and Tanzanian civil servants on development and impact evaluation, and (iii) the invitation of the trainees to participate in ongoing IDEV evaluations in the two countries. IDEV also facilitated the creation and operationalization of the Evaluation Platform for Regional African Development Institutions (EPRADI), and the African Parliamentarians' Network on Development Evaluation (APNODE).

WORK PROGRAM PROPOSAL FOR 2016–2018

IDEV's 2016–2018 work program has been designed to further strengthen IDEV's alignment with the Bank's Ten-Year Strategy (TYS) while responding to the needs of key stakeholders and potential users. It also responds to the dynamic context for evaluation, both globally with a pressure for accountability but also for supporting the development of national evaluation capacity, and inside the Bank where the new leadership is setting fresh directions that will require further learning from past experience. Its main features are the following:

- Higher-level evaluations (country/regional, thematic/sector and corporate) continue to be the key focus of IDEV's work;

- The approach to the project-level evaluations is significantly strengthened to ensure that they: (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results in the field. IDEV plans to review 100% of PCRs and XSRs and report on the level of disconnect between operations departments' PCR ratings and those of IDEV. Field visits will be carried out on a sample of these PCRS/XSRs. In addition IDEV will continue rigorous the Project Results Assessments introduced in 2015;
- Knowledge management, dissemination and outreach activities are strategically planned and sequenced in order to optimize the use of evaluation findings to support: decision-making and learning within the Bank (operations, strategic and policy-making functions, corporate services); accountability to shareholders; and learning for RMCs and other development partners;
- Strengthening evaluation systems, capacity and evaluation culture within RMCs is an area of enhanced focus to move in a direction where development financing, in broad terms, is subject to evaluation.

This proposal for IDEV's 2016–2018 work program identifies three different scenarios that differ primarily by their level of ambition, with target coverage of the volume of Bank's interventions ranging from 35% to 75%. They also differ by their extent of contribution to the three IDEV strategic objectives of accountability, learning and promoting an evaluation culture, and propose a different mix of products to achieve this contribution.

² The program is supported by a grant from the Government of Finland.

The base case scenario that was finally approved by the Board proposes a target for coverage set at around 55%. It plans the delivery of 50 evaluation products over the next three years, with renewed attention at the same time to promoting an evaluation culture both inside the Bank and in Regional Member Countries. The overall envelope of resources required for its implementation amounts to UA 5.98 million, corresponding to an 8% increase over the approved budget for IDEV in 2015. Consultancy unit costs have been revised upward to factor in both the shortage of qualified evaluators but also the higher methodological standards that IDEV is setting for its evaluations. Additional staffing, identified in the earlier work program, is also needed to implement this scenario, and factored in the total envelope, with two possible options for filling the gap: additional positions or using long term consultants.

The implementation of the 2016–18 program will face many headwinds including the shortage of qualified evaluators, the increasing cost of consultancy services, poor data quality, and weak monitoring and evaluation systems both in the Bank and in member countries. In responding to these challenges, IDEV will continue to enhance its capacity to design and implement under diverse contexts, to be innovative in evaluation approaches including joint evaluations, and to contribute to the improvement of the monitoring and evaluation systems inside and outside the Bank.

Evaluation Community of Practice (ECoP)
13 May 2015



1. Introduction

This document presents the IDEV Work Program for 2016–18. It follows the same process as the first three year work program (2013–15) presented to the Committee on Operations and Development Effectiveness (CODE) of the Board in 2012. The 2013–15 program is ongoing but had to be substantially revised in 2014 to respond to requests from Board members.

As in the previous program, it is informed by a process involving an analysis of past performance, identification and prioritization of potential evaluation proposals gleaned from document review, and stakeholder consultations. It presents three scenarios for the mix of evaluation products taking into consideration the:

- Dynamic international context;
- Bank's Ten Year Strategy (TYS) and associated work programs;

- IDEV evaluation policy and 2013–2017 Independent Evaluation Strategy;
- Commitments related to the African Development Fund (ADF) replenishment and the General Capital Increase (GCI);
- Results and lessons from the implementation of the IDEV's 2013–2015 work program.

The paper begins with a brief discussion of the relevant contextual factors followed by a retrospective review of the 2013–15 work program that summarizes the performance and implementation challenges. This is followed by the process for preparing the 2016–2018 work program and three options for this work program, including resource requirements.



2. Context

Global Context: The global international context has been marked by budgetary constraints in the past years. This has dual and somewhat conflicting implications for IDEV. On the one hand, budgets are limited which is putting a downward pressure on evaluation activities. On the other, because of the constraints, budgets are highly scrutinized and donor countries broadly insist on ensuring value for money for their development financing through multilateral organizations, generating an upward pressure on the coverage required from evaluation. At the same time, the global context is definitely one in which evaluation as a means to development effectiveness is getting much traction. Thus the UN General Assembly declared 2015 as the International Year of Evaluation. The aim is to advocate and promote evaluation and evidence-based policy making at international, regional, national and local levels. In addition, the 2016–2020 Global Evaluation Agenda and the Sustainable Development Goals agenda also emphasize support for enhancing national evaluation culture and evaluation programs. The 2016–2020 Global Evaluation Agenda, launched in November 2015, defines the global priorities and key areas for evaluation for the coming 5 years. IDEV and other development evaluation entities are therefore expected to increase their engagement with member countries and help strengthen evaluation systems.

Within the Bank: IDEV's 2016–2018 work program is underpinned by the Bank's TYS, by commitments in the context of the ADF 12th and 13th replenishments and the sixth GCI, and by the Bank's independent evaluation policy and 2013–2017 independent evaluation strategy. As it is presented at a time that the Bank has new leadership, the five priorities set by its new President around the broad themes of energy, agriculture, private sector, regional integration and human development also constitute an important context for this work program.

All elements put together, the implications of the context for IDEV's 2016–2018 work program are significant. The proposal below tries to find the appropriate balance between accountability to respond to scrutiny on the use of resources, learning to allow the institution to advance in the new directions set by Management, and evaluation capacity development to support the broader picture of national ownership on development strategies and policies.

3. Highlights of 2013–2015 Work Program

Many Initiatives: The last three years have been the most productive in IDEV's almost 30 year history – both in terms of innovation and output (see Box 1 for some key initiatives). The first independent evaluation strategy was formulated in 2012 and approved by the Board in 2013. The evaluation strategy, that is the first prepared not only by IDEV but also amongst the Multilateral Development Banks (MDBs), was informed by a self-evaluation conducted in 2012. Based on the strategy, IDEV formulated its first three-year work program which provided new directions in the product mix and focus areas. The work program was presented to CODE as three scenarios – low, base and high – with corresponding levels of outputs. The work program was considered by CODE on 13 November 2012. CODE approved a budget that corresponded to the Low-case

scenario and resulted in an increase in the overall IDEV budget.

Nimble Adaptation: The first three year work program was innovative both in terms of process as well as presentation. The program proposed a change in product mix and sharply increased the focus on higher-level (sector, thematic, country) evaluations while reducing the number of stand-alone project-level evaluations. The approach received broad acceptance by the Bank's Board of Directors. However, within a year of implementing the agreed 2013–15 work program, CODE requested IDEV to consider a comprehensive evaluation of the Bank Group focused on two key questions: (i) implementation of commitments agreed by Bank Management as part of the last two ADF cycles and the last General Capital Increase negotiations; and (ii) achievement of

BOX 1: FORGING NEW DIRECTIONS

The Top Ten

In an effort to improve development outcomes through robust evaluations to inform Bank-financed initiatives, IDEV took strong measures including:

1. Conducted a self-evaluation through external support.
2. Prepared the first 5 year evaluation strategy. This is also a first amongst other MDBs.
3. Prepared the first three year rolling work plan with appropriate budget scenarios.
4. Revised the organizational structure to integrate work and improve the efficiency and effectiveness.
5. Sharply increased (more than 100%) both the number and quality of evaluations.
6. Launched the Comprehensive Evaluation of Development Results. A first for IDEV and other MDBs.
7. Launched the first Impact Evaluations in Ethiopia and Tanzania. These are the first IEs being conducted by IDEV in its history.
8. Launched the Management Action Record System.
9. Launched cluster evaluations to help consolidate project results and draw useful lessons.
10. Launched several initiatives to strengthen the “backbone”, thus improving quality.

development results. In response, IDEV prepared an issues paper outlining various options for conducting a comprehensive evaluation of the Bank. The paper was considered by CODE in October 2013. The committee selected an option including

two separate products. The first would be a review of the implementation of commitments, to be delivered in mid-2015. The second product would be a comprehensive evaluation of development results (CEDR), to be delivered in 2016.

The Comprehensive Evaluation of Development Results

The commitments evaluations have been completed. Although the implementation of each commitment is validated on an individual basis, a more substantive assessment, looking at the effectiveness, has been conducted for two key areas: (i) the policy and strategy making function; and (ii) the budget management function. All three evaluations were discussed at CODE in October 2015 and also presented at the ADF-13 Mid-Term Review meeting in November 2015. The comprehensive evaluation of development results

will seek to respond to the key question of the contribution of the Bank to development results in Africa. Despite the challenges (see Box 2), the evaluation is on track. Two country strategy and program evaluations out of the 14 planned (the building blocks of the CEDR) have already been completed, four have been scheduled for CODE presentation and the remaining 10 are expected to be presented to CODE by June 2016. Work on the synthesis report will begin in early 2016.

Project Level Evaluations

PCRS AND XSRS

The IDEV strategy consciously aims for a lower target of Project Completion Report (PCR) and Extended Supervision Report (XSR) validations. In addition to resource constraints, this was largely driven by the difficulty in drawing common lessons at a project level that are applicable to the portfolio. Thus, to draw lessons applicable across the portfolio, it was agreed that these validations would be better both in terms of quality and strategic direction (on lessons) if they are undertaken in clusters. Nevertheless, during the period under review 51 PCRs and 27 XSRS were validated. A fresh concern is the number of PCRs and XSRS completed on time by operations departments. As is evident from the numbers, the percentage

of PCRs completed on time in 2014 is 66%, down from 91% in 2012 and far below the target of 95%. Naturally, this limits IDEVs ability to validate PCRs.

CLUSTER EVALUATIONS

Cluster evaluations are not only building blocks for the CEDR, but also for sector and thematic evaluations. In addition, they provide an opportunity to consolidate lessons learned to be incorporated into future project design. Cluster evaluations assess the performance of a collection of completed AfDB-funded projects on a theme, sub-theme, sector or sub-sector. Judiciously handled, this cost-effective approach generates more relevant lessons of experience than are normally

BOX 2: THE MOTHER OF ALL EVALUATIONS THE COMPREHENSIVE EVALUATION OF THE BANK'S DEVELOPMENT RESULTS (CEDR)

The CEDR is perhaps the most ambitious evaluation ever undertaken by IDEV or indeed by any other MDB. The approach is based on “building blocks”, i.e. evaluations embedded within the wider evaluation work program. In order to ensure representative coverage, the CEDR draws on a significant number of these building blocks. A set of 14 Country Strategy and Program Evaluations (CSPEs) take center-stage in the CEDR, as country goals and beneficiaries in the Regional Member Countries constitute the “raison d’être” of Bank operations. But, the evaluation will also incorporate other critical evaluation building blocks examining the Bank’s interventions that contribute to country results. These include sector, cluster and thematic evaluations and reviews; project validations and outcome measurements for key sector projects; and additional studies on Bank-wide activities and products.

Since there is no precedent, the team is constantly exploring, discussing and innovating. At the start, the plan looked right but during its implementation the “perfection” began to fade. The approach paper was amended soon after a discussion with the panel of Senior Expert Advisors – all of whom affirmed the impossible timelines. Nevertheless, the team persevered enthusiastically, undeterred.

The challenges range from contextual to methodological to capacity and planning. Contextual challenges include the unstable political environment in some of the selected countries, particularly those with pockets of fragility. The CEDR represented a methodological “casse-tête” with a huge mosaic of building blocks – different sectors (govern-

ance, energy, agriculture etc.) different types of countries (MIC, LIC, Fragile states) and different types of instruments. This required IDEV to develop a rigorous methodology to account for this diversity and allow for meaningful synthesis. Furthermore, assessing development results in the field and determining the Bank’s contribution is another methodological challenge. There is a dearth of reliable and credible data on development results in African countries leading to a huge data gap that needed to be filled by the team. In terms of capacity, the evaluation profession suffers from a lack of qualified evaluators leading to fierce competition among MDBs and bi-laterals to access the small pool of qualified evaluators. Evaluation capacity is even more limited in African countries making it hard to access local evaluators. Finally, the CEDR required bullet-proof planning which ensures a harmonized approach throughout all of our evaluations under very tight timelines.

IDEV views these challenges as opportunities to: 1) develop a cutting-edge methodological approach that can be emulated by others; 2) help build evaluation capacity within African countries by training local consultants involved in the CEDR; and 3) develop a suite of evaluative tools and techniques, which will not only add to IDEV’s repertoire, but that can be used by evaluators on the continent. Ultimately, the CEDR will be the trusted source of independent and evidence-based information on development results in the field and on the extent the Bank’s interventions have made a difference in the lives of Africans.

secured through single project performance evaluation reports (PPERs). During the period under review, IDEV completed five cluster evaluations or about 60% of plan. Due to the implementation of the CEDR, resources initially allocated to project clusters were reassigned to project results assessments (see table 1).

PROJECT RESULTS ASSESSMENTS

Building on PCR/XSR validations and cluster evaluations, IDEV developed a new evaluation tool – Project Results Assessment (PRA) – in order to strengthen the evaluative information base on development results on the ground in the context of the CEDR. PRAs constitute a systematic assessment of relevance, efficiency, effectiveness and sustainability at the project level. For each project, a Theory

of Change is developed and tested. The focus of PRAs is to systematically collect reliable data on development results in the field and provide a credible basis for assessing the Bank’s contribution. In addition, the tool examines factors that hinder or promote the success of Bank-financed projects. Based on an evaluation matrix, data is collected and triangulated and an evidence-based judgement of the four evaluation criteria is prepared by the evaluation team. A common guidance note along with a template have been developed in order to ensure a harmonized approach and to ensure quality in the way the PRAs are conducted. Both staff and consultants received training on this tool. In 2015, IDEV launched a large number of PRAs in several sectors and thematic areas (water and sanitation; energy; transport; governance; multinational). IDEV hopes to deliver more than 25 PRAs by the end of 2015. None were planned in the 2013–15 work program.

IMPACT EVALUATIONS

Impact evaluations (IEs) are a new tool for IDEV. They assess the changes that can be attributed to a particular intervention, such as a project, program or policy, both the intended ones as well as the unintended ones. In contrast to outcome monitoring, which examines whether targets have been

achieved, impact evaluation is structured to answer the question: how would outcomes such as participants’ well-being have changed if the intervention had not been undertaken? This involves counterfactual analysis, that is, “a comparison between what actually happened and what would have happened in the absence of the intervention”. IDEV will use such evaluations in support of accountability, learning and improving the evaluation culture within the Bank and in RMCs.

IDEV launched its first IEs in 2014 – one in Ethiopia and another in Tanzania. Both IEs focus on rural water supply and sanitation programs. The choice of the countries and sector was strategic as both are expected to contribute to the CEDR. The IEs also inform the CSPEs of these two countries and the cluster evaluation on water. The IE on Ethiopia rural water has been completed and will be delivered for Management response before the end of 2015. The work on the second IE is proceeding well and it is expected to be presented to CODE in early 2016. No impact evaluations were envisaged in the 2013–15 work plan.

In addition to these two initiatives, IDEV in 2012 helped establish a Reference Group for IE within the Bank with staff from several key departments including the Human Development Department, the

Table 1: Progress on Project Level Evaluations

2013–15 Work Program ³	Delivered ⁴
94 PCR validations	51
53 XSR validations	27 ⁵
6 PCR/XSR validation syntheses	3
8 Public sector project clusters	5 (transport, energy, water & sanitation)
0 Project performance/results assessments	25 PRAs (water & sanitation; energy, transport; governance; multinational).
0 Impact evaluations	1 (Ethiopia rural water & sanitation)

3 In all progress tables, the work program used as baseline is the one approved by CODE in late 2012 corresponding to the low-case scenario for 2013–2015.

4 In all progress tables, “delivered” include reports planned for CODE discussion until the first half of 2016 since these utilize the previous budget.

5 This includes 15 XSR validations still to be finalized in 2015.

Chief Economist's complex and other operational departments to drive the work of mainstreaming IE in Bank policies, strategies, programs and projects. IDEV's role in the IE Reference Group has been advisory. The IE Reference Group had several meetings and organised several learning events including a discussion of the preliminary findings IDEV's impact evaluation of the Bank-funded rural water supply and sanitation program in Ethiopia.

It is important to recall that this is the first time that IDEV is conducting impact evaluations. The work was led by an expert who was seconded from the Government of Netherlands and financial resources from the Rural Water Supply and Sanitation Initiative Trust Fund. It is already clear that IDEV will continue to refine the methodology and scope for impact evaluations as it proceeds on this interesting and rewarding path.

Country and Regional Evaluations

During this period, IDEV delivered an unprecedented 18 country strategy and program evaluations (CSPEs)⁶ compared to an agreed target of 6. As a comparison, IDEV delivered only 14 country strategy evaluations during the decade spanning 2000–2010. As noted earlier, CSPEs are the building blocks of the CEDR. Thus, as part of the CEDR design, IDEV had no choice but to significantly scale-up the number of CSPEs, as proposed to CODE as part of the update of the IDEV work program for 2014–2016. This was done keeping a globally unchanged level of resources, implying that plans for other categories of high level evaluations such as sector and thematic or corporate evaluations were also adapted and reprioritized.

Some of the challenges in delivering country strategy evaluations are similar to those faced by the CEDR. Due to changes in the political climate or other issues such as Ebola, some country selections had to be changed after work had been planned or begun (e.g. Burkina Faso, Sierra Leone). Similarly, at the methodological level, a new framework was developed to ensure that results from the CSPEs could be consolidated for the synthesis report. It is encouraging to note that despite the many challenges encountered along the way, the team has been steadfast and

neither the quality nor the quantity has been adversely affected.

IDEV always endeavors to provide its evaluations so as to inform future Management actions. Thus, it is expected that every CSPE will be discussed with the Reference Group (typically including the Resident Representative and members of the country team) and presented for CODE consideration ahead of the Country Strategy Paper discussion. However, it was important to provide adequate coverage for the CEDR⁷. Thus IDEV took on a large number of CSPEs to ensure adequate coverage, but in some cases the preparation of country strategies was already advanced. Although in a few cases, IDEV cannot have a discussion in CODE prior to the presentation of the strategy, IDEV did meet with the reference group and shared with them the emerging findings so they could incorporate these in the new strategy.

On the Regional Strategy Integration Strategy and Program Evaluations (RISPEs), the challenges have been different. The initial plan as part of the agreed low scenario for 2013–2015 was to conduct one RISPE. Given the changing context driven by the CEDR, IDEV decided to extend the number of RISPEs, then combining

6 The period includes the first half of 2016 since the evaluations were launched in 2015 and the current budget is utilized for their delivery.

7 Coverage included portfolio size and representativeness of types of countries (LIC, MIC and Fragile States).

all four together in a single evaluation both for cost effectiveness and enhanced learning across regions. However, soon after the work began the IDEV task team determined that the consulting firm recruited to support this evaluation was unable to deliver a high quality inception report.

The contract was thus cancelled and this evaluation will be placed in the next work program. However, seven multinational PRAs have been launched as a first phase and are ongoing in support of the upcoming RISPE.

Table 2: Progress on Country and Regional Evaluations

2013–15 Work Program	Delivered
6 Country Strategy and Program Evaluations	18 (Botswana; Chad; Kenya; Madagascar; Cameroon; Senegal; Tanzania; Ethiopia; Zambia; DRC; Burundi; Togo; Tunisia; Morocco; Nigeria; South Africa; Ghana; Mozambique) ⁸
1 Regional Integration Strategy Paper Evaluation	0

⁸ Evaluations in blue were launched in 2012.

Sector and Thematic Evaluations

The first, comprehensive evaluation of Non-sovereign Operations (NSOs) was completed in 2013. This evaluation provided, inter-alia, a birds-eye view of various elements related to these operations, including the internal process. However, it was important to dig deeper into various components (sub-sector and instruments). Thus, IDEV undertook, as part of its strategic visioning, stand-alone evaluations in Private Equity, Assistance to Small and Medium Enterprises (SMEs), Microfinance and Public-Private Partnerships (PPPs). All these evaluations except the PPPs have been completed. In the case of PPP, the first phase (stock-taking) has been completed and the second phase will be proposed for 2016.

In the area of infrastructure, an evaluation of the transport sector (the largest portfolio of the Bank) was completed. Two project cluster evaluations informed this large and influential evaluation. An evaluation of the Energy sector, supported by two project cluster evaluations, and policy and portfolio reviews, is ongoing and will be presented to CODE in early 2016.



Table 3: Progress on Sector and Thematic Evaluations

2013–15 Work Program	Delivered
9 Sector and Thematic evaluations	12
	2 Sector (Energy sector; Transport sector) ⁹
	10 Thematic (Assistance to SMEs; Microfinance Policy and Strategy; Equity Investments; Public Private Partnerships phase I; Independent Evaluation of Non-sovereign Operations; Review of the Bank's Economic and Sector work phase I; Evaluation of the Bank's Integrated Water Resource Management; Institutional support projects in governance; Procurement 1st phase; Trust fund phase I) ¹⁰

9 The Water and Sanitation sector evaluation is proposed for the 2016–18 work program as it will be informed by the ongoing cluster evaluations and the two impact evaluations in the water sector.

10 The evaluations in blue were launched before 2013.

Corporate Evaluations

Three of the planned corporate evaluations are directly related to the CEDR and were proposed in the concept note for the comprehensive evaluation. The first is a validation of the commitments agreed under the ADF replenishments and GCI negotiations. The other two are a closer look at these commitments that were selected – the policy

and strategy making function and the administrative budget management. All three have been completed. In addition to delivering the agreed corporate evaluations, IDEV also delivered the CSP Quality at Entry evaluation that was requested by the Board and Management.

Table 4: Progress on Corporate Evaluations

2013–15 Work Program	Delivered
6 Corporate evaluations	6 (ADOA system; Procurement second phase; Administrative Budget Management of the Bank; Policy and Strategy making Function; GCI and ADF commitments; CSP & RISP quality at entry)

Knowledge Management, dissemination and outreach

The backbone of the 2013–2015 work program was quality, impact and engagement. To this end IDEV committed to ensuring quality, impact, credibility, fulsome engagement, knowledge management and proactive dissemination of evaluative knowledge. Good progress has been made in many areas, while challenges exist in some others (see Tables 1 and 2 in Annex 3).

IDEV is an integral part of the knowledge hub at the Bank. Dissemination and outreach activities complement IDEV's core business of delivering evaluations. This is done by ensuring that key users and stakeholders are aware of evaluative information and lessons learned that may be instrumental to future planning, programming, designs and decision making. Much of the knowledge management and outreach efforts focused on two streams to ensure easy access to evaluative knowledge by: (i) connecting Bank staff and stakeholders to sources of evaluative knowledge; and (ii) connecting knowledge holders with knowledge seekers.

Below are highlights of IDEV's key knowledge management activities.

- Developed a knowledge management guidance note and dissemination planning templates to ensure systematic dissemination.
- Organized more than 10 meetings at headquarters with participation from across the Bank to discuss findings and recommendations

of evaluations and about 20 Evaluation Community of Practice (ECoP) meetings to discuss key evaluation issues.

- Four regional learning events were held in South Africa, Chad, Morocco, and Senegal.
- Videos of evaluation task managers sharing key messages from evaluations are now available on social media, the new Bank Evaluation website and EADI's e-learning platform.
- Published four editions of *Evaluation Matters* (quarterly magazine) each year on key topics including Gender, Building African States, Impact Evaluation, and Transport.
- Strengthened the capacity of member countries through more active engagement with the African Evaluation Association (AfrEA), the Network of Voluntary Organizations of Professional Evaluators, the OECD/DAC Evaluation Capacity Development Group and the CLEAR Initiative. IDEV hosted the CLEAR global forum in February with international participation.
- Launched an online ECoP email group (175 members), through which it regularly shares evaluation-related information. It also collaborated with EADI to create an online space for the ECoP on the Bank's e-learning platform.

Partnerships and Evaluation Capacity Development

The overall aim of the evaluation capacity development program is to strengthen both evaluation supply and demand in order to encourage and facilitate the use of evaluation information (evidence) in policy – and decision-making and

resource allocation in Regional Member Countries. IDEV's evaluation capacity development support includes strengthening national monitoring and evaluation systems, establishing regional networks and communities of practice, establishing

evaluation platforms, strengthening national evaluation associations, etc. In providing the support, IDEV works with both regional and global development partners, and it promotes both the supply of and demand for evaluative knowledge.

The program is supported as a pilot and early anecdotal evidence is extremely promising. For this period, the program conducted a diagnostic assessment of Ethiopia's National M&E system, to get a better understanding of the system in terms of capacity gaps and strengths. This has laid a good foundation for developing a nationally owned strategy and action plan to strengthen the Ethiopian National M&E system. In addition, the program also focused on skill building for planning, managing, and implementing complex evaluations in Ethiopia and Tanzania. Two trainings were conducted, on the core of monitoring and evaluation and an in-depth training on impact evaluation. About 30 participants from Ethiopia and Tanzania trained jointly with AfDB staff. Subsequently, a number of the newly trained evaluators were offered the opportunity to continue their learning by participating in evaluations currently being conducted by IDEV in Ethiopia and Tanzania.

IDEV also helped create the Evaluation Platform for Regional African Development Institutions (EPRADI), to be modelled along the lines of the Evaluation Cooperation Group of the MDBs. Progress here has been challenging for a variety of reasons including internal leadership. The focus

for 2014 has been on conceptualizing and establishing a platform and community of practice on evaluation for the Sub-Regional Development institutions. A concept note was developed and a core group established to discuss issues related to coordination, planning and budgeting for the operationalization of the platform. AfDB staff from four departments provided a three-day workshop on Quality at Entry of Projects and Monitoring Systems for EPRADI members in October, hosted by the ECOWAS Bank for Investment and Development. However, for the initiative to make further progress, leadership (and resources) from within the group are necessary.

Finally, IDEV is also helping build the demand-side of evaluation by supporting parliamentarians. Launched in March 2014 at the 7th African Evaluation Association (AfrEA) Conference, the African Parliamentarians' Network on Development Evaluation initiative (APNODE) is making reasonable progress. In its first year of existence, activities focused on operationalizing the network, advocacy and outreach. This is instrumental in creating awareness of the Network and evaluation in general. Subsequently, there have been several virtual and face-to-face meetings, including the first Annual General Meeting in Abidjan in July 2015. Parliamentarians show great energy and enthusiasm for this initiative. However for it to succeed, the Bank will need to provide some resources and guidance in the short-term.



4. Work Program proposal 2016–2018

The 2016–2018 work program operationalizes the three objectives established in the Independent Evaluation Strategy 2013–2017 – accountability, learning and promoting an evaluation culture. Furthermore, the work program enhances IDEV's alignment with the Bank's TYS and responds to the needs of key stakeholders and potential users. Guided by these objectives, IDEV has made the following changes to the 2016–18 Work Program as compared to 2013–15:

- Higher-level evaluations (country & regional, thematic/sector and corporate evaluations) will continue to be the key focus of IDEV's work;
- Approach to the project-level evaluations will be strengthened to ensure that they: (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results in the field. IDEV will institute a systematic approach to project-level evaluations. IDEV will indeed review of 100% of PCRs and XCRs and assess

the level of disconnect between operations departments' PCR ratings and those of IDEV. Field-visits will be carried out on a sample of these PCRs/XSRs. Finally IDEV will continue rigorous the Project Results Assessments introduced in 2015;

- Knowledge management, dissemination and outreach activities will be strategically planned and sequenced in order to optimize the use of evaluation findings to support: decision-making and learning within the Bank (operations, strategic and policy-making functions, corporate services); accountability to shareholders; and learning for RMCs and other development partners.
- Strengthening evaluation systems, capacity and evaluation culture within RMCs will be an area of enhanced focus to move in a direction where development financing, in broad terms, is subject to evaluation.

Planning Approach

IDEV has used a systematic two-phased approach to developing its 2016–18 work program.

PHASE I – DESK REVIEW AND CONSULTATIONS

In the first phase, IDEV identified a high number of potential evaluations based on a thorough document review and on Bank-wide consultations (within IDEV and elsewhere in the Bank):

- **Desk review:** this involved a thorough review of all relevant Bank documents including: the 2013–2017 independent evaluation strategy, IDEV 2013–2015 work program, ADF and GCI commitments, and Bank policies, strategies and directives. IDEV also examined evaluations conducted (or proposed) by other MDBs. A list of potential evaluations was drawn up based on: 1) commitments made in the ADF and GCI; 2) priorities identified in the TYS; 3) potential to inform the development of new Bank policies,



strategies and processes; 4) evaluations carried over from the 2013–15 work program; and 5) evaluation commitments in the IDEV policy and strategy;

- **Consultations/discussions within IDEV:** The first stage of IDEV staff consultation was done in a two-day brainstorming meeting, which generated ideas around evaluation topics and focus, and sequencing. The results of the first

stage of IDEV staff consultations and the desk review of the relevant Bank documentation were used to generate a preliminary list of 60 evaluations for the 2016–2018 work program;

- **Bank-wide consultations:** The second stage of consultations was Bank-wide, involving members of the Board of Directors (including CODE members), Vice Presidents, Directors, Managers and Lead officers, other operational

professional staff and IDEV staff, for feedback on and prioritization of the preliminary list of 60 evaluations. In this regard, the preliminary list of evaluations was shared with these stakeholders, and followed by face-to-face discussion meetings with some of the Board members, Bank Management and other staff. The preliminary list of 60 evaluations was consequently revised to 69 evaluations.

PHASE II – SYSTEMATIC PRIORITY-SETTING

The list of 69 potential evaluations was then subjected to a systematic priority-setting exercise based on three key criteria to generate the most potentially useful/influential evaluation topics for the IDEV 2016–2018 work program. The priority-setting criteria are presented below, a three-point priority scale (high; medium; low) was used for each:

- **Timeliness:** the timeliness of the evaluation for its contribution to be useful to key decisions/discussions of Bank stakeholder(s) – change/design/implementation of intervention/processes including policies, strategies, directives, guidelines and programs;
- **Materiality:** the extent of the relevance/significance of the area of intervention of the Bank evaluated in terms of portfolio size (large or increasing) and/or innovation (including new/pilot initiatives, move to blend status etc.);
- **Primary stakeholder interest:** the extent of the interest and/or concern expressed by the primary stakeholders of IDEV (Board/CODE; Management). These interests and concerns were revealed during the consultations, and prioritization of the evaluation topics by a number of stakeholders consulted including Board members and Management. In defining a particular evaluation as being of high, medium or low interest, the priority given by the stakeholder was used. In cases where the stakeholders have not indicated their levels of priority, such evaluation types were taken to be of low priority. The implied assumption is that the stakeholders have revealed all their high priority evaluation topics, and they

consider the rest of the evaluation topics to be of low priority.

The three scenarios presented below are the result of this priority setting exercise. Defining the three scenarios involved selecting evaluations in descending order on the priority list and ensuring the appropriate mix of evaluation types/product lines for each scenario in support of the key objectives of the IDEV evaluation strategy, especially balancing accountability and learning. The average number of evaluations launched in the 2013–2015 program provided the basis for the base-case scenario.

The three preliminary scenarios were presented to the Board during a technical session on September 14, 2015. During this technical session, the Base case scenario received broad support from the Board members. On the basis of the feedback received, the three scenarios were revised, as reflected in Tables 5 and 6 below.

Three scenarios for IDEV's 2016–2018 work program

This proposal identifies three different scenarios for IDEV's 2016–2018 work program. These scenarios differ primarily by their level of ambition, with target coverage of the volume of Bank's interventions ranging from 35% to 75%. They also differ by their extent of contribution to the three IDEV strategic objectives of accountability, learning and promoting an evaluation culture, and propose a different mix of products to achieve this contribution. Table 5 describes the main features of the three scenarios that have guided their elaboration by organizing in different ways the higher priority evaluations. Table 6 then presents the details of each scenario.

Table 5: Summary features of the three scenarios

	Low	Base	High
Focus	Accountability, minimum learning	Accountability, higher learning	Balance of accountability & learning
	Minimum ECD	Medium ECD	High ECD
Target coverage	35%	55%	75%
Indicative Product mix (evaluation)		70% summative	60% summative
		90% summative	30% formative
		10% formative	Thematic/Sector
		Thematic/Sector	Country/regional
		Country/Regional	Corporate
		Corporate	PCR/XSR review
		PCR/XSR review	PRA/Clusters
		PRA	Impact
Product mix (ECD)		Synthesis	Synthesis
		Support to platforms	Support to platforms
	Support to platforms	Support to countries	Support to countries
		Support to organizations	

Table 6: Detailed presentation of the three scenarios

	2016	2017	2018	Total no. of products
Validations (same for all scenarios)				
PCR validation	100%	100%	100%	3
XSR validation	50%	50%	50%	3
Project Results Assessments/Clusters				
Low	20%	20%	20%	6
	Agriculture	TBD	TBD	
	Regional integration	TBD	TBD	
Base	20%	20%	20%	6
High	30%	30%	30%	9
	Gender	TBD	TBD	
Impact Evaluations (indicative areas)				
Base	1	1	1	3
	Skills	Irrigation	Transport	
High	1	1	1	3
Country/Regional Evaluations				
Low	3	3	3	9
	Côte d'Ivoire	Mauritius	Egypt	
	Malawi	Cape Verde	Mali	
	Regional integration	Swaziland	Gabon	
Base	4	4	4	12
	Namibia	Uganda	Mauritania	
High	4	4	4	12
Sector/Thematic Evaluations				
Low	2	2	1	5
	Water and Sanitation Sector	Human Capital Strategy for Africa (2014–2018)	Policy-Based Operations (PBO) – Phase II (–results)	
	PPP Phase II	Bank Lines of Credit		
Base	3	3	2	8
	Bank support for agricultural value chain development	Bank's partnerships: co-financing, syndication and coordination	Bank's role in increased Access to Finance in Africa	
High	5	4	3	12
	Bank Trust Funds' results – Phase II	Bank's guarantees Instruments	Bank support for RMCs response to Climate change	
	Private Sector Development – Policy and Strategy (2013–2017)			

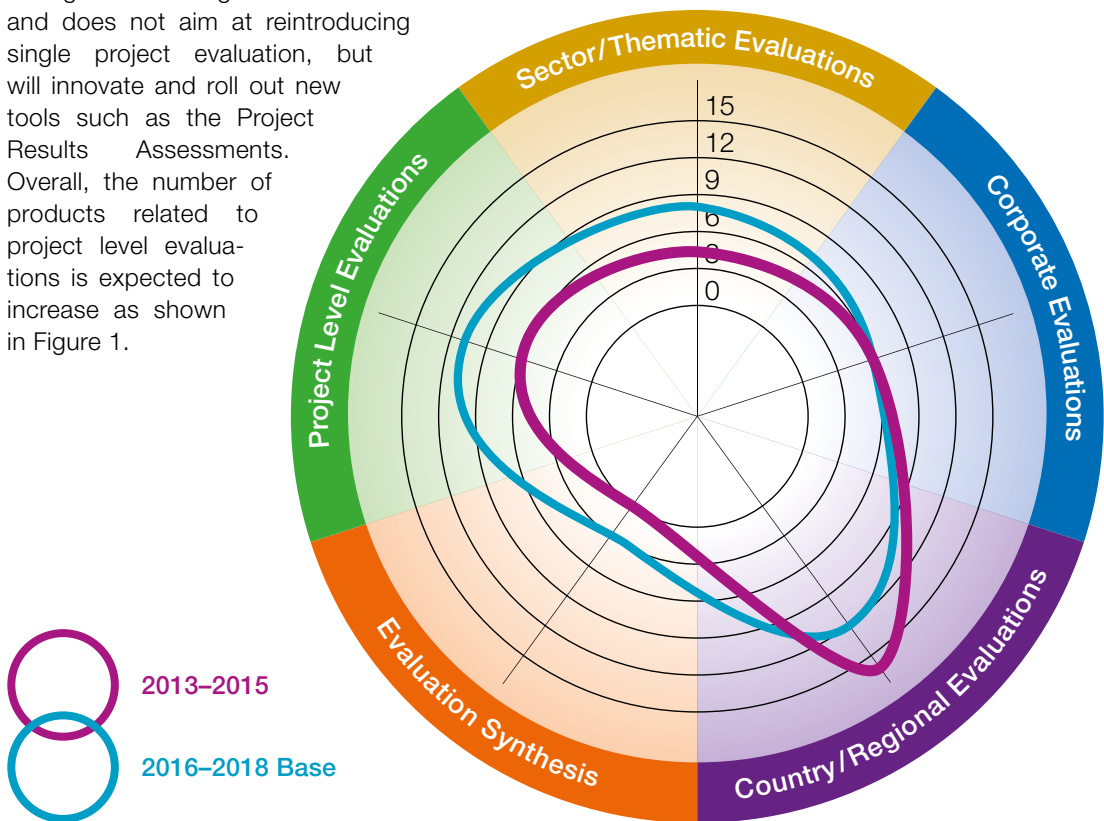
Corporate Evaluations				
Low	2	1	1	4
	People Strategy (2013–2017)	Implementation of the Bank Gender's Strategy (2014–2018)	Bank Fragility Strategy (2014–2019)	
	Quality-at-Entry of public sector operations			
Base	2	2	2	6
		Bank's self-evaluation systems and processes	Mainstreaming green growth in Bank's strategies and operations	
High	3	3	3	9
	Strategic framework for enhancing Bank support to middle income countries	Integrated Safeguards System (2014–2018)	Bank's Strategy for 2013–2022	
Evaluation Synthesis				
Base	1	1	1	3
	Decentralization	Board efficiency and effectiveness: lessons from international experiences for the Bank	TBD	
High	2	2	2	6
	Support for Agriculture and Agribusiness growth and productivity	International Development support for sustainable development of Africa's natural resources	TBD	
Knowledge management/Dissemination/Outreach (same for all scenarios)				
Internal events	10	10	10	30
External events	2	2	2	6
Evaluation matters	4	4	4	12
Evaluation Week	1	1	1	3
Baobab Forum	1	1	1	3
IDEV annual report	1	1	1	3
MARS report	1	1	1	3

Evaluation Capacity Development				
Support to platforms (Low)	2	2	2	6
Support to countries (Base)	1	1	1	3
Support to organizations (Base)	1	1	1	3
Support to countries (High)	2	2	2	6
Support to organizations (High)	2	2	2	6

PROJECT LEVEL EVALUATIONS

IDEV will strengthen project-level evaluations as they are critical building blocks for CSPs and sector-level evaluations. They are also a key accountability and learning tool. In line with its 2013–2017 Strategy, IDEV will maintain a strong focus on higher level evaluations and does not aim at reintroducing single project evaluation, but will innovate and roll out new tools such as the Project Results Assessments. Overall, the number of products related to project level evaluations is expected to increase as shown in Figure 1.

Figure 1: Evolution of the evaluations by unit



Strengthening PCRs and XSRs validation

The hypothesis used in the previous work program was that as the quality of self-evaluations by operations departments increases, IDEV could conduct fewer PCR reviews and redirect resources elsewhere. Unfortunately, the assumption proved wrong as the Bank witnessed a sharp decline in the number of PCRs and XSRs completed in a timely manner. Thus, IDEV plans to conduct desk-based reviews of 100% of PCRs and at least 50% of XSRs in the next three years. The disconnect between ratings from self-evaluations and from the IDEV reviews will be closely monitored and reported. IDEV will also post the PCR validation notes on its web page and include them in the Evaluation Results Database. This will increase the credibility and transparency of the review and validation process.

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

Pursuing Cluster evaluations / Project results assessments

From the set of completed projects for which PCRs and XSRs are reviewed, a sample (between 20% and 30% depending on the scenario chosen) will be selected for field validation. This sample will constitute the basis for either a cluster evaluation that in principle would be contributing to a broader sector or thematic evaluation, or project results assessments in a specific sector. IDEV plans to deliver between 6 and 9 cluster evaluations and/or synthesis of results assessments depending on the scenario chosen over the next three years.

Mainstreaming Impact Evaluations

Building on the delivery of its first two impact evaluations in the past work program, IDEV plans to deliver three additional impact evaluations over the next three years under the Base-case scenario.

Given the high cost of such evaluations, IDEV will carefully prioritize the interventions for impact evaluation. Prior to launching the impact evaluations, an evaluability assessment will be carried out to ensure the feasibility and cost-effectiveness of the evaluation (i.e. the benefits of the evaluation outweigh the cost). The following criteria will be used in identifying the impact evaluation units:

- Risk level: an impact evaluation can be carried out for projects that are considered a high risk or high materiality for the Bank.
- High likelihood of the IE to produce useful information within resource and time constraints.
- High potential usefulness of the IE to the Bank/RMC, and Bank/RMC's high potential commitment to use the IE results.
- High relevance of IE to Bank/RMC strategy or strategies.
- Scaling-up¹¹: an impact evaluation can be conducted for projects that the Bank is considering to scale up.
- Timeliness.

¹¹ For example, if the Bank is considering expanding its interventions in Skills and Technology – an area in which the Bank only has a few projects and little evidence of what works and what does not – it may be useful to conduct an impact evaluation. This would be especially important as it feeds into creating jobs.

COUNTRY AND REGIONAL EVALUATIONS

Country evaluations were the building blocks for the CEDR. As a result, the 2013–2015 work program launched 18 country evaluations. The proposed work program for 2016–18 will therefore have a reduced number of country and regional program evaluations. Overall, IDEV plans to implement between 9 and 12 country evaluations over 2016–2018, depending on the scenario chosen. The plan includes an evaluation of regional integration strategies which will be launched in 2016 to inform the next generation of Regional Integration Strategy Papers (RISPs). This evaluation started in 2015 with an assessment of the results of completed multinational operations and will inform the CEDR. IDEV will also introduce, under the Base case scenario, formative evaluations of country strategies (at mid-term) in order to inform the quality of implementation of the strategies of interest.

One such evaluation will be done annually.

Candidate countries for CSPEs are selected purposively based on a number of criteria to ensure appropriate coverage in terms of: timeliness, materiality, country types (fragile states, low income countries, middle income countries), location and size. The frequency of the CSPEs will be driven by materiality, risk and potential use of evaluative information. At a minimum, all country strategies will be evaluated once every ten years. The use of country strategies as building blocks for the CEDR has led to a sharp increase in terms of geographic and monetary coverage (over 60% of disbursements being covered as part of the CEDR). The 2016–2018 will further increase the geographical coverage of CSPEs, as depicted in figure 2.

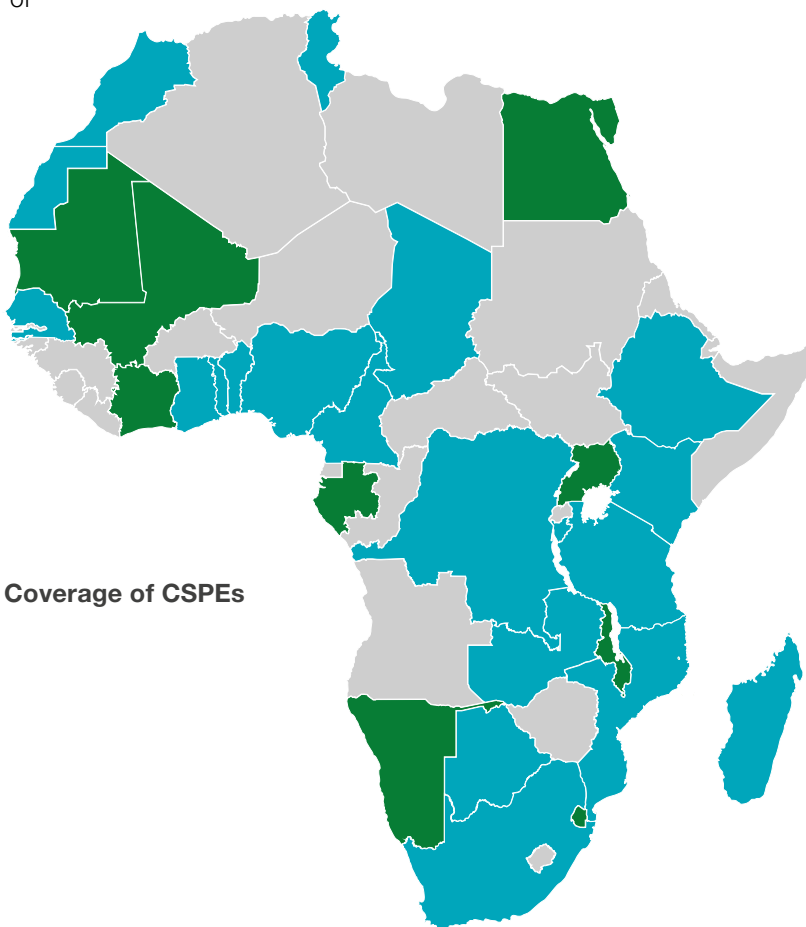


Figure 2: Geographical Coverage of CSPEs

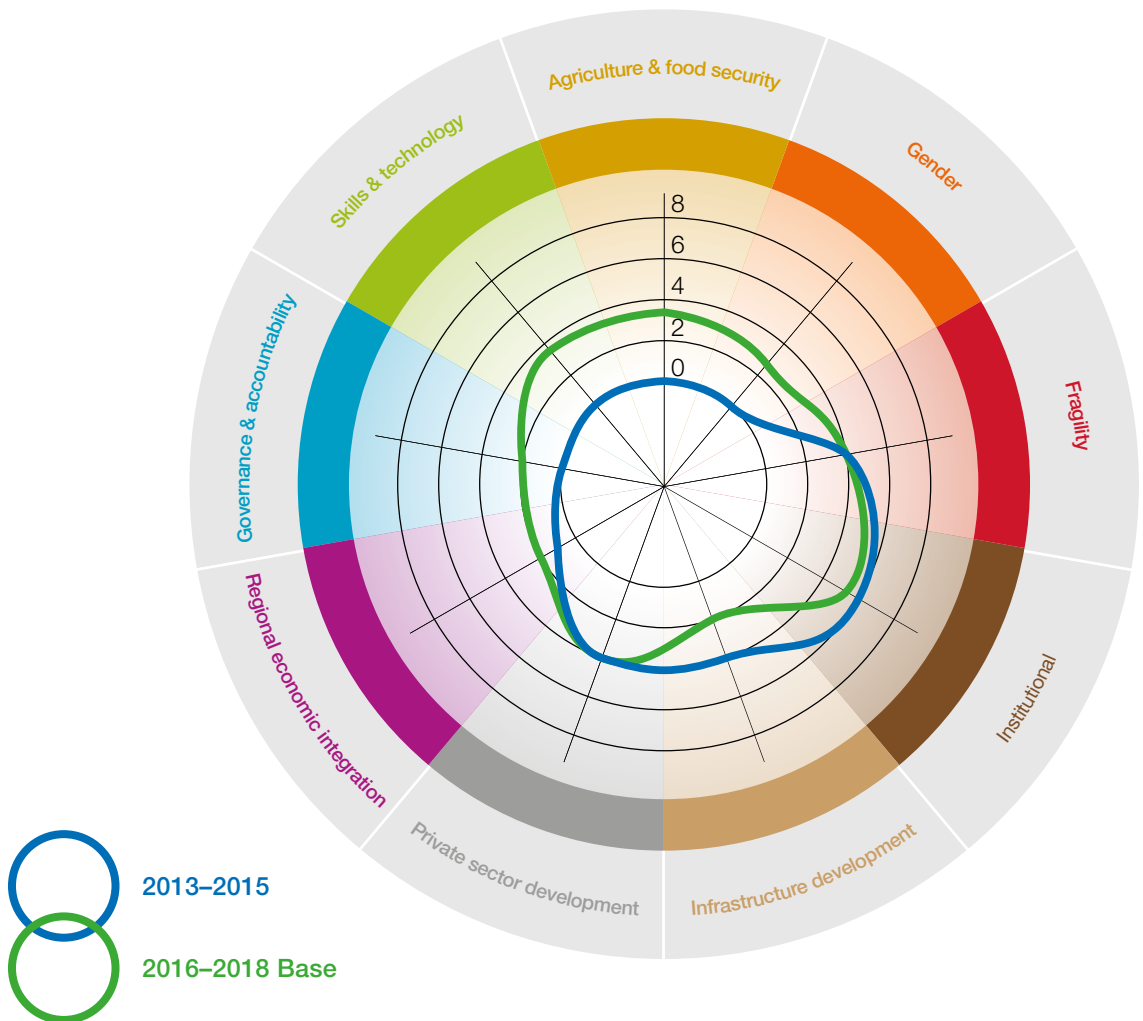


SECTOR AND THEMATIC EVALUATIONS

Sector and thematic evaluations will get further prominence in the 2016–2018 work program after the 2013–2015 work program has been dominated by country strategy evaluations due to the CEDR. IDEV plans to implement 5 to 12 sector and thematic evaluations over the next three years depending on the scenario chosen. The focus of sector and thematic evaluations are also guided by the priorities established

by the new President, so they can inform possible changes in the future. As infrastructure has already been well covered in the previous work program (through the transport and energy sector evaluations and first phase of the water sector evaluation), the main emphasis will be on the private sector development and agriculture development nexus (e.g. support to building value chains), as shown in figure 3.

Figure 3: Evolution of the evaluations by topics



CORPORATE EVALUATIONS

Corporate evaluations will continue to be significant tools to enhance the overall efficiency and effectiveness of the Bank. Following the additional emphasis on corporate evaluations in 2013–2015, especially as part of the evaluation of the implementation of ADF and GCI commitments, a lower number will be launched in 2016–2018. Overall, IDEV plans to implement between 4 and 9 corporate evaluations over the next three years depending on the scenario selected.

Corporate evaluations will continue to focus on key strategies and processes critical for institutional efficiency and development effectiveness, including the People Strategy and the quality-at-entry of public sector operations in 2016 and more broadly the Bank's self-evaluation systems and processes in 2017, all under the Base case scenario. Under this same scenario, an evaluation of the implementation of the Bank Gender's Strategy is planned in 2017 to take stock of progress and draw lessons to further enhance the change effect of this strategy.

EVALUATIONS SYNTHESIS

Evaluation synthesis is a cost-effective approach that leverages evaluative evidence already available within the Bank and in other institutions. Typically, it focuses on a specific theme of interest and pulls together lessons of experience that can be valuable to the Bank and its clientele. The selection of such a theme will be based on the level of credible and reliable evaluative information available on the theme and the usefulness of such a synthesis to potential users. For example, decentralization, a theme of considerable interest to the Bank, is well covered by other institutions (both multilateral and bilateral). An evaluation synthesis would provide meaningful lessons of experience to the Bank at a lower cost than a full-fledged evaluation. In the case of decentralization, IDEV will complement the synthesis of existing evaluative information with three case studies looking at the various configurations of decentralized offices (e.g. RMC, Regional, non-RMC).





IDEV plans to deliver up to 6 evaluations syntheses in the next three years under the Base and High case scenarios.

KNOWLEDGE MANAGEMENT, DISSEMINATION AND OUTREACH

In order to ensure the use of evaluation knowledge, IDEV's knowledge management, dissemination and outreach activities will continue to be an important focus of the 2016–2018 work program. IDEV will, among other things:

- Organise internal Bank as well as regional dissemination, outreach and knowledge events to promote learning from evaluations and support an evaluation culture in the Bank and in RMCs.

In addition to evaluation level events this will also include the Evaluation Week, and one event at the Annual Meetings;

- Contribute to the organization of the Baobab Forum, after having been inspired by its launch in 2015. The Baobab Forum will be positioned as a flagship Bank-wide event targeting staff and aiming at sharing innovative ideas and passion brought by African thought leaders;
- Continue strengthening the Evaluation Community of Practice (ECoP), and completing the incorporation of its online presence.
- Continue publishing the knowledge magazine eVALUation Matters, a quarterly knowledge publication.



PARTNERSHIPS AND EVALUATION CAPACITY DEVELOPMENT

Partnerships and evaluation capacity development remain priorities for IDEV, in line with the Bank's objective to work more closely with clients, become a knowledge broker and improve its results focus. IDEV will continue to work with and support RMCs, evaluation institutions and organizations in Africa. It is to be noted that national evaluation capacity development features as part of the outcome document for the Sustainable Development Goals and will therefore receive further international attention and support.

IDEV will continue to support (over the next three years) two platforms it has helped create – APNODE and EPRADI. While it is clear that IDEV does not intend to substitute for the needed ownership, time-bound support will be provided to make sure efforts already made are not lost and that the two platforms reach a sustainable operating mode.

The strengthening of evaluation systems in RMCs (two pilot countries – Ethiopia and Tanzania), supported by a donor trust fund, will continue its implementation over 2016–2018 thanks to additional financing received from the Government of Finland. IDEV proposes as part of the Base and High case scenarios for the next work program to add nominal resources (human and/or financial) from its budget to include more countries, while trying to mobilize additional bilateral resources.

Finally, additional support will also be extended to organizations such as CLEAR (Base-case scenario) working on developing evaluations capacities, and also AfrEA (High-case scenario).

OTHER BACKBONE ACTIVITIES

IDEV will implement its peer review, and continue other activities as part of strengthening its backbone. These include the maintenance and further improvement of the MARS and the EVRD systems, as well as the completion of the evaluation manual.

- Continue identifying and developing innovative knowledge products emanating from its evaluations, including videos and internet based knowledge sharing (webinars).
- Further develop the knowledge sharing infrastructure (fully independent website, intranet 2.0, social media, SharePoint) and clearly defined communications and knowledge sharing processes to ensure effective management and sharing of evaluation knowledge.

5. Resource requirements

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

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

Budget estimates

Cost assumptions have been reviewed from the 2013–2015 work program, using lessons from implementation. Workload assumptions are based on a tracking of evaluation costs implemented in 2014–2015 by IDEV and therefore include the additional cost of doing business after relocation to Abidjan. Staff cost assumptions are based on practice and definition of teams for the previous work program. It was not possible to use Activity Time Recording System data at this point in time for a better estimation of staff costs per evaluation. The budget estimates for each scenario are detailed in Table 7 below. To ensure comparability with budget figures presented in the Bank's final Work Program and Budget Document 2016–2018 (PBD), budget estimates are defined using the following assumptions – that have changed from the initial version of the document presented to CODE on 5 November 2015:

- Workload as defined in the PBD includes only consultancy and missions while IDEV had initially included all costs other than staffing in this category. The budget line related to meetings

is therefore not included as part of workload but as part of overheads;

- Staff costs in the PBD are shown including salary and benefits but without the contribution to the Staff Retirement Plan. The same calculation was applied to get an estimation of costs on the same basis;
- Finally, staff costs shown in the previous version of the work program document included only estimated salaries (using standard unit costs per grade), and based on the estimation of workload (expressed in full time equivalent staff in each grade) required to implement each activity. As the PBD figure for staff costs reflects the real costs, the table has been revised using this figure for the cost of existing positions, and the costs related to the additional staffing required as expressed in Table 8 oposite have been added.

IDEV and Management agreed on an overall budget envelope of UA 7.45 million for 2016 that has been reflected in the Table below for the base case scenario. This is based on assumptions of additional

Table 7: Overview of the budget proposal 2016 under the three proposed scenarios (UA million)

Budget lines	2016 Low	2016 Base	2016 High
Workload (consultancy + missions)	2.57	3.51	4.56
Staff costs (PBD assumptions)	2.67	2.94	3.72
Overheads (Meetings)	0.38	0.40	0.47
Overheads (Others, assuming latest PBD figure as total)	0.62	0.60	0.53
Total	6.24	7.45	9.28
Percentage change against 2015	-9%	8%	35%

funding to be sought through trust funds and further efficiency gains that should allow the implementation of the full work program agreed for 2016 while diminishing slightly the resource requirements both in terms of workload and staffing.

The base case scenario envisages a total increase of the budget envelope for IDEV of 8% compared to 2015. Compared to the 2014 IDEV approved budget, the increase would be 3%. This increase in budget results from two main factors.

First, unit cost assumptions for consultancy have been revised upward compared to the 2013–2015 work program. This is mainly a consequence of the increasing sophistication of IDEV’s evaluations as their quality standards have been raised. Most evaluations started in 2015, for example, have been conducted as theory-based evaluations, with additional rigor needed in the approach. Additional requirements for consultants to explicitly present all lines of evidence used including triangulation have also been put in place through clearer guidance and stronger quality review systems. Furthermore, the introduction of Project Results Assessments also implies stronger methodology for each assessment and additional data collection, resulting in additional costs. The previous unit costs for high level evaluation would not allow IDEV to raise in a systematic way the level of quality required and to attract evaluators with the relevant skills, and IDEV has indeed seen several qualified firms refusing to bid after learning about the budget available for certain evaluations.

The second factor is related to staffing. While the low case scenario can be implemented with the current level of internal staffing for IDEV, additional staff capacity is needed to implement starting with the Base case scenario. It is to be noted that the update of the 2013–2015 work program approved by CODE in November 2014 already envisaged the need for 7 additional PL staff to implement the updated program. IDEV has invested significant efforts over the same period to mobilize additional funding from bilateral trust funds and this has allowed to compensate both the gap in terms of workload but also in terms of staff capacity through the hiring of long term consultants.

Table 8 below details the staffing implications of the base case scenario which was broadly supported at the CODE discussion on 5 November 2015 as the scenario IDEV should pursue. This table summarizes the end implications of the exercise undertaken to estimate the workload required to implement the work program in 2016, for which full details are provided in Annex 2.

The staffing gap can be filled either through additional positions or through the hiring of long term consultants and it is expressed in the table above as Full Time Equivalent (FTE) requirement for each grade. In order to find a reasonable compromise on the budget level with Management, IDEV has agreed to revise the additional staffing requirement down compared to the estimated FTE requirement shown above. This is under the

Table 8: Staffing implications for the base case scenario

Level	Staffing 01/14	Staffing 01/15	FTE required	Gap	Comments
PL3	5	5	5	–	
PL4	11	9	11	2	2 PL4 level (task manager) FTE missing
PL5-7	5	5	8	3	3 PL6 level (senior analyst) FTE missing
GS8-7	8	5	9	3	3 GS8-7 level (junior analyst) FTE missing

assumption that additional efficiency/productivity gains will be sought in 2016 and that trust fund resources could possibly be found and used to hire additional long-term consultants if needed. As discussed with Management, the resulting staffing scenario that will be used for now to fill the gap would include a mix of three additional

positions (1 PL4, 2 PL6) and three long-term junior consultants for filling the gap at the junior analyst level. The budget figures shown in Table 7 for the base case scenario are based on costs (staffing and workload) provided by Management for this staffing scenario.

Living up to the challenges – Towards a leading evaluation function among MDBs

Based on its previous experience, IDEV anticipates the following challenges in implementing its Work Program:

- **Shortage of qualified evaluators:** In line with evaluation departments elsewhere, IDEV has faced a shortage of skilled and experienced development evaluators (both external consultants and staff). This problem has been further exacerbated in 2015 by the relocation of the Bank, which contributed to the departure of senior evaluators. IDEV has also faced difficulties in recent recruitments in attracting experienced evaluators with the appropriate skills and competencies to the organization.
- **Increase in the cost of evaluations:** The demand for consultants qualified in evaluation exceeds the supply. In addition and as mentioned above, IDEV has required greater rigor and higher quality from consultants. Both

elements put together have led to an increase in the cost of individual evaluations. IDEV has to offer competitive evaluation budgets in order to attract qualified consultants and to ensure that its evaluations are conducted in a rigorous manner.

- **Lack of reliable monitoring, and particularly development results data:** a common and recurring problem at the Bank is the lack of a robust monitoring system, which collects on an ongoing basis credible data on development results. While the implementation of PCRs and XSRs has been a positive step, their quality is variable and wanting in many cases. In addition, there is a dearth of information on development outcomes, with the focus being on outputs. This is further exacerbated by the weak monitoring and evaluation capacity in RMCs. Often, evaluation teams have to collect

this data ex-post and as a result resources are diverted from other evaluation activities.

- **Challenges related to evaluating countries in transition:** IDEV has faced difficulties in conducting evaluations of countries in transition. Security issues and political instability as well as natural disasters (e.g. Ebola) make the field mission component of the evaluation challenging if not impossible. For example, IDEV had to cancel the Sierra Leone CSPE due to the Ebola outbreak.

IDEV views the above challenges as potential opportunities to implement efficiency measures by: (i) professionalizing the evaluation function; (ii) strengthening the monitoring system; and (iii) developing innovative evaluation approaches.

PROFESSIONALIZING THE EVALUATION FUNCTION

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

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

This further professionalization of the function will lower the reliance on consulting firms and lead to lower consultancy costs and higher productivity.

STRENGTHENING BANK'S MONITORING SYSTEM

As indicated above, the need to collect results data ex-post consumes a substantial level of evaluation resources. A robust Bank monitoring system that tracks development results in a systematic manner will lead to savings in the cost of data collection during periodic evaluations. In addition, it will ensure that high quality results data is available to Management and the Board in a timely manner and as a result support results-based management – an area deemed weak at the Bank. IDEV will support the Quality and Results Department and operations departments to ensure that a robust performance measurement system (including proper identification of a results chain, indicators, data collection methods, frequency) is developed and implemented for the Bank's interventions. This initiative will ensure that the Bank's interventions are evaluable and that adequate data systems are in place.

INNOVATIVE EVALUATION APPROACHES AND JOINT EVALUATIONS

IDEV strives to develop innovative evaluation approaches that take into account the complexity and level of risk of the intervention to be evaluated. Such approaches would include evaluations of a joint and formative nature. To benefit from possible economies of scale, clustering of some interventions (such as countries with similar attributes) would also be exploited. Another area is the countries in transition, which will need a customized evaluation approach given the challenges associated with evaluating them.

The AfDB Board of Directors approved the IDEV Work Program 2016–2018, and specifically the base case scenario, on 18 December 2015.

Annex 1: Indicative description of proposed evaluations for 2016–2018

Topic	Focus
Project	
Project results assessments	IDEV will annually undertake a reasonable number of project performance results assessments mainly through clustering – clusters of up to three per year. It will also undertake selected individual project performance evaluations of innovative and/or complex projects not only to report on development results but also to generate learning for the operations departments. These project evaluations will focus on how well the projects were designed and implemented, and what results they achieved and why.
Project completion reporting (PCR & XSR) validation	IDEV will validate the performance of all completed public and private sector projects with a completion or extended supervision report, and will evaluate the quality of the project completion and extended supervision reports, to produce project completion report and extended supervision report validation notes. It will also implement field visits for a sample of the completed projects with completion reports.
Synthesis of project results	IDEV produces a large number of project results assessments on an annual basis. IDEV will synthesize project level performance results, lessons and good practices from all its project performance results assessments in a given year, possibly grouping them by sector or theme. The lessons learned and good practices will be uploaded to the IDEV's evaluation results and lessons learned database for wider dissemination. The performance results will contribute to the database of the development report of the Bank.
Annual project performance quality reporting	IDEV annually produces a large number of PCR and XSR validation notes. It will, on an annual basis, synthesize the results of the PCR and XSR validation notes for reporting on the quality of self-reporting on project performance at the Bank, and will also draw relevant lessons and good practices for use by the Bank's operations staff. The lessons learned and good practices will also be uploaded to the IDEV's evaluation results and lessons learned database for wider dissemination.
Project Impact	
Skills project 2016	The evaluation will focus on how well the project was implemented, and what difference it made to the primary and secondary beneficiaries, including issues of gender, productivity and employment.
Irrigation project (Agriculture) 2017	The evaluation will focus on the project impacts including on gender, farm household productivity, income and poverty, employment and use of credit resources.
Transport project 2018	The evaluation will focus on the project impacts including on gender, household productivity, income and poverty, employment and childrens' school performance.

Country Strategy and Program and Regional Integration Strategy and Program	
2016	
Côte d'Ivoire; Malawi	Country Strategy Papers and Regional Integration Strategy Papers are the Bank's basic frameworks for engaging with and doing business in the RMCs. Every year some CSPs are completed, and new ones are designed, discussed and approved for implementation. As the Bank's new CSPs for Côte d'Ivoire and Malawi are expected for Board discussion and approval in 2017, IDEV will deliver in the same year its evaluation of the Bank's CSPs for each of these countries. Each CSP evaluation, covering two or three CSP cycles, will focus on how well the CSP was designed (including positioning and addressing the most pressing development constraints) and implemented, produced results and contributed to national development outcomes. It will also look at what CSP aspects worked and did not work and why.
RISPE	New RISPs are due for Board discussion and approval in 2015–2017. Regional integration through RISPs is a key priority of the TYS. IDEV will evaluate in 2016 the RISP East, one of the two RISPs due for Board discussion and approval in 2017. The evaluation will mainly be in terms of how well the RISP was designed (including addressing the most challenging regional development constraints) and implemented, and what development outcome difference it made. It will also look at factors facilitating and/or constraining the performance of the RISP in order to provide lessons for informing the discussion of the new RISPs.
CSP design & implementation quality evaluation (Namibia)	The Government of Namibia and the Bank are expected to discuss and take appropriate actions in 2016 on the implementation performance of the current CSP. IDEV will, therefore, evaluate the quality of design and implementation of the current CSP to inform the mid-term discussions. Specifically, the evaluation will be on how well the CSP was designed, which CSP components are working and not working and why, and how the CSP implementation can be improved.
2017	
Mauritius; Cape Verde; Swaziland	To inform the Board discussions of the new CSPs for Cape Verde, Mauritius and Swaziland in 2018, IDEV will deliver on time its evaluations of the current Cape Verde, Mauritius and Swaziland CSPs. The evaluations will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes.
CSP design & implementation quality evaluation (Uganda) Or RISP West (see below)	The Government of Uganda and the Bank are expected to discuss and take appropriate actions in 2017 on the implementation performance of the current CSP. IDEV will, therefore, evaluate the quality of design and implementation of the current CSP to inform the mid-term discussions. Specifically, the evaluation will be on how well the CSP was designed, which CSP components are working and not working and why, and how the CSP implementation can be improved.

RISP design & implementation quality evaluation (RISP West)	The West Africa Regional Department and its key stakeholders are expected to discuss and take appropriate actions in 2017 on the implementation performance of the current RISP. As a result, IDEV will evaluate the quality of design and implementation of the current RISP to inform the mid-term discussions. Specifically, the evaluation will be on how well the RISP was designed, which RISP components are working and not working and why, and how the RISP implementation can be improved.
2018	
Egypt; Mali; Gabon	IDEV will evaluate the CSPs for Egypt, Gabon and Mali in 2018 in order to inform the expected discussions of the new CSPs for these countries in 2019. The evaluations will focus on the relevance, positioning, efficiency, effectiveness, sustainability and contributions to national development outcomes.
CSP design & implementation quality evaluation (Mauritania)	The Government of Mauritania and the Bank are expected to discuss and take appropriate actions in 2018 on the implementation performance of the current CSP. IDEV will, therefore, evaluate the quality of design and implementation of the current CSP to inform the mid-term discussions. Specifically, the evaluation will be on how well the CSP was designed, which CSP components are working and not working and why, and how the CSP implementation can be improved.
Sector and Theme	
2016	
Water & sanitation	Water and sanitation is one of the key components of infrastructure development, a priority theme of the Bank's Ten Year Strategy 2013–2022 (TYS). Furthermore, IDEV has done a number of project level evaluations as well as a synthesis of some of these project evaluations. The proposed evaluation will look at the totality of the Bank's support for water and sanitation over a ten year period with a focus on the quality of design, implementation and results of the Bank's policies and strategies for water and sanitation. As the preparation of the Bank's new policy and strategy for water and sanitation has already started, the evaluation will generate preliminary results in 2016 to inform the policy/strategy preparation process. The evaluation will also draw lessons from relevant international experiences from a synthesis evaluation of credible and relevant international evaluations.
Public private partnerships (PPP) – Phase II	The first phase of the PPP evaluation study was a stocktaking covering portfolio analysis and benchmarking. Regarding the second phase, the focus will be on (i) how well the PPPs have been integrated into the Bank's policies and strategies, designed and implemented; and (ii) how well the PPPs performed and under what conditions – success and/or challenging factors.
Bank support for agriculture value chain development	Supporting agriculture value chain development is vital for food security and inclusive growth in Africa – part of the TYS objectives. The evaluation will assess the Bank's support for value chain development and its results including its impact on gender, incomes and agricultural productivity. Specifically, the evaluation will be on the relevance, efficiency, inclusiveness, effectiveness, impact and sustainability of the Bank's support.

Bank Trust Funds' results – Phase II	The first phase of this evaluation looked specifically at disbursement issues related to trust funds (TFs), whereas the second phase will look at the overall policies and strategies of the Bank in resource mobilization and utilization in relation to TFs. The evaluation will also assess how effective and sustainable the TF-funded initiatives are, including the CBFF.
Private Sector Development – Policy and Strategy (2013–2017)	The Bank's 2013–2017 PSD policy and strategy is expected to end in 2017, and to be replaced with a revised or new policy/strategy in 2018. The evaluation will not only report on how well the 2013–2017 policy and strategy performed but also generate valuable lessons for informing the design of the new PSD policy/strategy. The evaluation will therefore focus on the results achieved, what worked and did not work and under what conditions and costs.
2017	
The Bank's Human Capital Strategy for Africa (2014–2018)	The evaluation results will inform the design in 2017/2018 of the Bank's new human capital strategy due in 2018, and will also serve Management for accountability to the Board and other stakeholders. The evaluation will therefore not only focus on the strategy design, coherence and implementation, but also on the extent of achievement of inclusive growth results, and which aspects of the strategy worked and did not work, and why.
Bank lines of credit	Lines of credit are part of the common lending instruments of the Bank. Both the Bank and RMCs are not only keen to know what difference this instrument is making in the lives of the African people, but also how to make it work better in support of the TYS objectives. The evaluation will therefore focus on the relevance, efficiency, inclusiveness, effectiveness, impact and sustainability of the Bank's support through this instrument. It will also look at the coherence of the instrument.
Bank's partnerships: co-financing, syndication and coordination	Partnership is a cornerstone of the Bank TYS, and its evaluation will provide valuable insights for improving the Bank's engagement in partnerships. The evaluation will focus on which Bank partnerships are working and not working and why, and how they can be improved. It will also look at the results and sustainability of partnerships, co-financing, syndication and coordination, and their effects on development results.
Bank's guarantee instruments	The Bank has used this instrument for about a decade, and Management needs credible information about the effectiveness of the instrument in order to enhance its performance. The evaluation will therefore not only assess the relevance, efficiency and results (and their sustainability) of the instrument, but also draw lessons from the experiences of other pertinent users of the instrument.
2018	
Program-Based Operations (PBO) Evaluation – Phase II (results)	The Bank's policy on PBO was approved in 2011 taking into account the findings of the 2010 OPEV PBO evaluation. With the PBO phase I evaluation focusing on processes, PBO phase II will review the quality of design, implementation and results of the new policy in order to report the results to the Board who requested for the evaluation. The evaluation will also generate pertinent lessons for Management to improve the quality of implementation and results of the PBO policy.

Bank's role in increased access to finance in Africa	The Financial Sector Development Policy and Strategy (FSDPS) 2014–2019 is vital for achieving the TYS's twin objectives of inclusive growth and transition to green growth. As the Board is expected to discuss the results and renewal of the FSDPS 2014–2019 in 2019, the evaluation will provide credible information on the role of the Bank (through its various instruments) in increased access to finance and financial inclusion in Africa. It will also look at the FSDPS's instruments including leveraging, lines of credit and private equity, its quality and coherence, and which aspects of the FSDPS worked and would be sustainable, which did not work and why to draw pertinent lessons.
Bank support of RMCs' response to climate change	Climate change is an integral part of the TYS and an increasing area of Bank support. The evaluation will assess the Bank's engagement in climate change activities and their contribution to the progress towards achievement of the TYS key objectives, the transition to green growth in particular. Specifically, the evaluation will be on the relevance, efficiency, inclusiveness, effectiveness and sustainability of the Bank's support for climate change (adaptation and mitigation) investment.
Corporate	
2016	
People Strategy (2013–2017)	The Bank has over the past decade introduced major human resource changes in policies and practices including the People Strategy 2013–2017. The People Strategy 2013–2017 defines four priority areas: leadership, performance and accountability, employment engagement and communication, and workforce of the future, for implementation in two phases: 2013–2015 and 2016–2017. The Bank's Board and Management are expected to discuss the new or revised People Strategy in 2017. The evaluation will inform this discussion by providing credible evaluative evidence on the quality and performance of the People Strategy 2013–2017, in particular, the strategy's relevance and coherence and its effectiveness in reducing the Bank's institutional and business challenges. The evaluation will also generate lessons learned.
Quality-at-entry of public sector operations	The quality-at-entry (QaE) of a development operation is fundamental for the quality implementation and results of the operation. IDEV conducted a QaE evaluation of operations in 2005, 2009 and 2012 but the 2012 evaluation was not concluded due to limited budget. The QaE evaluation 2016 will assess the QaE of Bank operations and the extent to which it has changed over time, and also the factors facilitating/constraining the change in order to provide suggestions for improving the QaE of Bank operations within the context of the Bank TYS.
Strategic framework for enhancing Bank support to middle income countries	The Bank adopted its current Middle-Income Country (MIC) Engagement Framework in 2007. The evaluation will focus on the relevance and effectiveness of this MIC strategic framework. It will also look at how the framework can be improved.

2017	
The Bank's gender strategy: investing in gender equality for Africa's transformation (2014–2018)	Gender is one of the three areas of special emphasis of the Bank's TYS, and the Bank is expected to prepare a new gender strategy in 2017/2018 to replace the 2014–2018 strategy. The evaluation will therefore be done to contribute to the design of the new gender strategy in 2017/2018, and also to report on the extent of achievement of results including gender equality and empowerment by the 2014–2018 strategy. The 2014–2018 gender strategy will mainly be evaluated in terms of its design, coherence, implementation and results. The evaluation will also look at which strategy aspects worked and did not work and why in order to draw pertinent lessons for the design of the new strategy.
Bank's self-evaluation systems and processes	The Bank, being increasingly required by its shareholders to show results on the ground, continues to forcefully pursue the improvement of its culture of development results. In this regard, the Bank has been investing in its self-evaluation systems and processes including the results measurement framework. Self-evaluation is valuable for informed Management decisions and learning, as well as for reporting on the development effectiveness of the Bank's investments in RMCs. Evaluative information on the relevance, quality and usefulness of the Bank's results systems and processes will be highly valued by the Board of Directors, regional/sector managers and staff of the Bank. Such information will help them in shaping the results agenda of the Bank. As IDEV itself also relies on the Bank's self-evaluation system, it will also benefit from the results of this evaluation – especially in understanding the quality of the system and how it can be improved. The evaluation will respond to the questions: how relevant, effective and sustainable are the Bank's self-evaluation systems & processes?
Evaluation of the Integrated Safeguards System (2014–2018)	The Bank's integrated safeguards system (ISS), an important pillar of the TYS, will be the subject of Board discussion in 2018, and evaluative information will be required to inform such a discussion and for accounting for the results of the 2014–2018 ISS policy. As a result, the 2014–2018 ISS, comprising policy statement and operational safeguards, will be evaluated mainly in terms of relevance, appropriateness and effectiveness, as well as facilitating and/or constraining factors.
2018	
Addressing Fragility and Building Resilience in Africa: The Bank Development Bank Group Strategy (2014–2019)	Fragility is also one of the three areas of special focus of the TYS, and its strategy is expected for discussion and renewal by the Board in 2018. During such discussion, both Management and Board would need evaluative information on the results and lessons learned from implementing the Bank's 2014–2019 fragility strategy. The evaluation of the Bank's 2014–2019 fragility strategy will therefore focus on relevance, effectiveness, efficiency and sustainability issues.
Mainstreaming green growth in strategies & operations	As the transition to green growth is one of the two key objectives of the TYS, the evaluation will assess the extent to which the Bank has mainstreamed green growth in its management and operations in order to bring out insights for improvement.

<p>At the Centre of Africa's Transformation: Ten Year Strategy (TYS) 2013–2022</p>	<p>By 2018, the Bank would have used about 60 percent of the expected implementation time of the TYS. As a result, the evaluation will focus on the quality of design and implementation of the TYS, and how to improve implementation. The key evaluation questions will be: how well was the TYS designed? How well is the TYS working? Which aspects of the TYS need improving, and how the improvement can be done?</p>
<p>Evaluation Synthesis</p>	
<p style="text-align: right;">2016</p>	
<p>Decentralization</p>	<p>The Bank relies on decentralization to deliver its assistance to the RMCs and to achieve its development objectives. IDEV evaluated the Bank's decentralization in 2009 and produced recommendations leading to the development and adoption of a decentralization roadmap for 2011–2015. The decentralization roadmap calls for an IDEV evaluation of the Bank's decentralization strategy and process in order to inform the critical discussions on the Bank's decentralization. Taking advantage of the available reviews and evaluations on decentralization, IDEV will conduct a meta-analysis of these evaluations to bring out pertinent lessons on the effectiveness and efficiency of decentralization initiatives. It will complement the meta-analysis with an assessment of the responsiveness, efficiency and effectiveness of the Bank decentralization initiative including the RRCs, FOs and Asian office. It will also look at what is working and not working, and how to make decentralization more efficient and effective.</p>
<p>International support for Agriculture and Agribusiness growth and productivity</p>	<p>This will be a synthesis of relevant and credible evaluations/reviews of international support for agriculture and agribusiness growth and productivity from other international development agencies as well as the relevant literature, to draw pertinent lessons for the Bank and other stakeholders.</p>
<p style="text-align: right;">2017</p>	
<p>Board efficiency and effectiveness: lessons from international experience for the Bank</p>	<p>This will be a synthesis of experiences and lessons that the Bank could learn from other international organizations regarding Board structure, efficiency, processes and effectiveness. It will be mainly a fact-finding benchmarking report on the Boards of MDBs.</p>
<p>International support for sustainable development of Africa's natural resources</p>	<p>This will be a synthesis of experiences and lessons on support for sustainable development and management of natural resources in order to provide a basis for the Bank in advising on how Africa can sustainably and equitably develop and manage her natural resources.</p>
<p>IDEV peer review and annual reports</p>	
<p>IDEV peer review</p>	<p>This exercise, scheduled in 2016, will be a follow up of the self-assessment of IDEV in 2012, and a lesson learning exercise for IDEV to improve the quality, usefulness and influence of its product lines. The peer review will therefore focus on how well the IDEV products were designed, implemented, delivered and used, and on their impacts especially on the Board, senior Management and operations staff, and RMCs.</p>
<p>IDEV's annual report</p>	<p>This will be a yearly progress report of IDEV's activities</p>

Annex 2: Estimated workload for implementing the 2016 work program

Type	Unit	No. of Units	PL3	PL4	PL5	PL6/7	GS8/7	GS6/5	Total
Evaluation products			1140	1874	317	1320	1439	0	7529
Thematic/Sector	Theme	3	634	0	0	396	396	0	
CSP/RISE	Country	4	106	792	0	528	264	0	
Corporate	Theme	2	53	396	0	264	132	0	
Evaluation Synthesis	Theme	1	26	132	0	0	66	0	
PRA/Cluster	Project	16	42	0	317	0	106	0	
Impact	Project	1	211	0	0	132	132	0	
PCR Validation	PCR	80	42	422	0	0	211	0	
XSR Validation	XSR	25	26	132	0	0	132	0	
Knowledge Management, dissemination and outreach			0	1023	132	0	66	0	1287
KM – standard	Report	14	0	277	0	0	0	0	
KM – flagship	Report	1	0	20	0	0	0	0	
Promotional items	Item	1	0	66	0	0	0	0	
Video/brochure	Video	1	0	66	0	0	0	0	
Evaluation matters	Report	4	0	66	0	0	0	0	
Editing	Report	15	0	0	0	0	66	0	
Internal events	Event	10	0	264	0	0	0	0	
External events	Event	2	0	132	0	0	0	0	
Evaluation week	Event	1	0	66	0	0	0	0	
Baobab forum	Event	1	0	66	0	0	0	0	
Annual report	Report	1	0	0	66	0	0	0	
MARS report	Report	1	0	0	66	0	0	0	
Partnerships and Capacity Building			0	198	0	0	132	0	462
ECD Countries	Country	2	0	132	0	0	66	0	
ECD Platforms	Platform	2	0	66	0	0	66	0	
Quality and methods			0	0	0	132	132	0	396
IT maintenance	System	3	0	0	0	132	132	0	
Administration			0	0	0	0	528	792	1322
Assistants	Person	5					528	792	
Total workload			1140	3095	449	1452	2297	792	
Available capacity			1320	2376	528	792	1320	1056	
Gap (FTE)			-0.7	2.7	-0.3	2.5	3.7	-1.0	
Gap (positions)			0	2	0	3	3	0	

Note: workload expressed in person-days, assuming 264 days of work in a year.

Annex 3: IDEV Backbone

Table 1: Progress on commitments to improve quality of evaluation products, systems and processes.

Commitment	
Progress	
Developing an evaluation manual	<u>Delay.</u> Slow progress in completing the manual: Manual drafted including a revised chapter on CSP evaluation. The CEDR experiences will inform the revision of the draft evaluation manual.
Further developing, integrating and ensuring adherence to quality standards	<u>On-Track.</u> IDEV participated in the ECG benchmarking exercise for Good Practice Standards for Public Sector Evaluations. Next step is to adopt a common methodological approach. IDEV will also reflect the good practice standards to the extent feasible.
Improving staff competencies through skills development, training, mentoring, and greater emphasis on team work within and across divisions	<p><u>On-Track and continuous.</u> Several initiatives have been carried out:</p> <ul style="list-style-type: none"> • Training in contribution analysis; • Targeted trainings for individual staff members in evaluation, monitoring, microfinance, marketing communication; • About 6 ECoPs annually. The evaluation community of practice (ECoP) has brought together staff from across the Bank to address specific issues encountered in their work; • Four regional and several Bank-wide events have also contributed to more cross-divisional and Bank-wide work.
Enhanced quality assurance by increasing the rigor of methods and improving access to relevant data in evaluations	<u>On-Track and continuous.</u> Each evaluation is reviewed for process and methodological rigor and appropriateness, and validity of the evaluation findings-conclusions-recommendations logic at different stages of the evaluation by internal and external peer reviewers.
Closer linkages with think tanks, universities and specialized networks	<p><u>On-Track and continuous.</u></p> <p>3ie: Member of the Board and Steering Committee. Chair of the Evaluation Cooperation Group (2014–15). CLEAR: Member of the Board. Helped Create and now supporting a network of parliamentarians. Helped Create and now supporting a regional evaluation network of practitioners. Supporting EvalPartners and African Evaluation Association (AfrEA).</p>

Commitment	
Progress	
Develop explicit processes for engagement with stakeholders at various stages of the evaluation cycle	<u>Delay.</u> Appropriate checklists will be done within the evaluation manual (see above).
Development of the Management Action Record System (MARS) in collaboration with Management	<u>Completed with Delays.</u> The project was developed together with ORQR and CIMM. Although the technical specifications were developed early, the move to Abidjan shifted priorities for CIMM and thus actual development was delayed.
Broad based consultation to guide the selection of evaluation topics	<u>On-track and continuous.</u> Done systematically every 2 years in a participatory manner. The 2016–18 program follows the same consultative process as 2013–15.
IDEV web site and an evaluative knowledge database	<u>On track and continuous.</u> The website was established in 2012, thoroughly revamped in 2015 and is kept current. The Evaluation Results and Lessons Learned Database was publicly launched in 2015 after a comprehensive review of its contents.
Making dissemination a mandatory part of the evaluation process	<u>On track and continuous.</u> Dissemination planning is undertaken for all evaluations. For all completed evaluations, a minimum number of knowledge products are produced and disseminated.
Embedding knowledge processes into evaluation processes	<u>On track and continuous.</u> A portfolio of knowledge management approaches have been adopted and are increasingly being used.
Systematic planning of outreach activities within the Bank and towards RMCs	<u>On track and continuous.</u> Several outreach and feedback events held and planned.

Table 2: Progress on commitments to increase engagement and impact of evaluations.

IDEV 0

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Evaluator General



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Administrative Assistant



Ms. Ruby Adzobu-Agyare
Secretary



IDEV 1

Ms. Rafika Amira
Division Manager



Mr. Foday Turay
Chief Evaluation Officer



Mr. Albert-Eneas Gakusi
Chief Evaluation Officer



IDEV 1

Ms. Hacizatou Sidikou
Principal Evaluation Officer



Mr. Hajime Onishi
Principal Evaluation Officer



Mr. Khaled Samir Hussein
Principal Evaluation Officer



IDEV 1

Mr. Joseph Mouanda
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Mr. Clement Banse
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Ms. Henda Ayari
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Mr. Boubacar LY
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Ms. Penelope Jackson
Principal Evaluation Officer



IDEV 2

Mr. Madhusoodhanan Mampuzhassenil
Principal Evaluation Officer



Mr. Girma Kumbi
Principal Evaluation Officer



Mr. Oswald Agbadome
Senior Evaluation Officer



IDEV 2

Ms. Akua Arthur-Kissi
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Mr. Samson Houetohossou
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IDEV 2

IDEV 2

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IDEV 2

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Ms. Eglantine Marcelin
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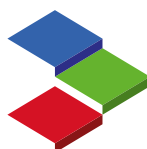


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Ms. Blancine Gomez Sokoba
Secretary

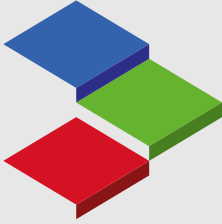


 <p>Ms. Karen Rot-Munstermann <i>Division Manager</i></p>	 <p>Ms. Felicia Awwontom <i>Principal Knowledge Management Officer</i></p>	 <p>Ms. Jayne Musumba <i>Principal Knowledge Management Officer</i></p>	IDEV 3	
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 <p>Ms. Chara Tsitoura <i>Consultant (Corporate Communications)</i></p>	 <p>Ms. Esther Zazan Coulibaly <i>Secretary</i></p>			IDEV 3



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