



IDEV

Independent Development Evaluation  
African Development Bank

# Evaluation of the Bank's Additionality and Development Outcomes Assessment Framework (ADOA 2.0), 2015–2020 Technical Annexes

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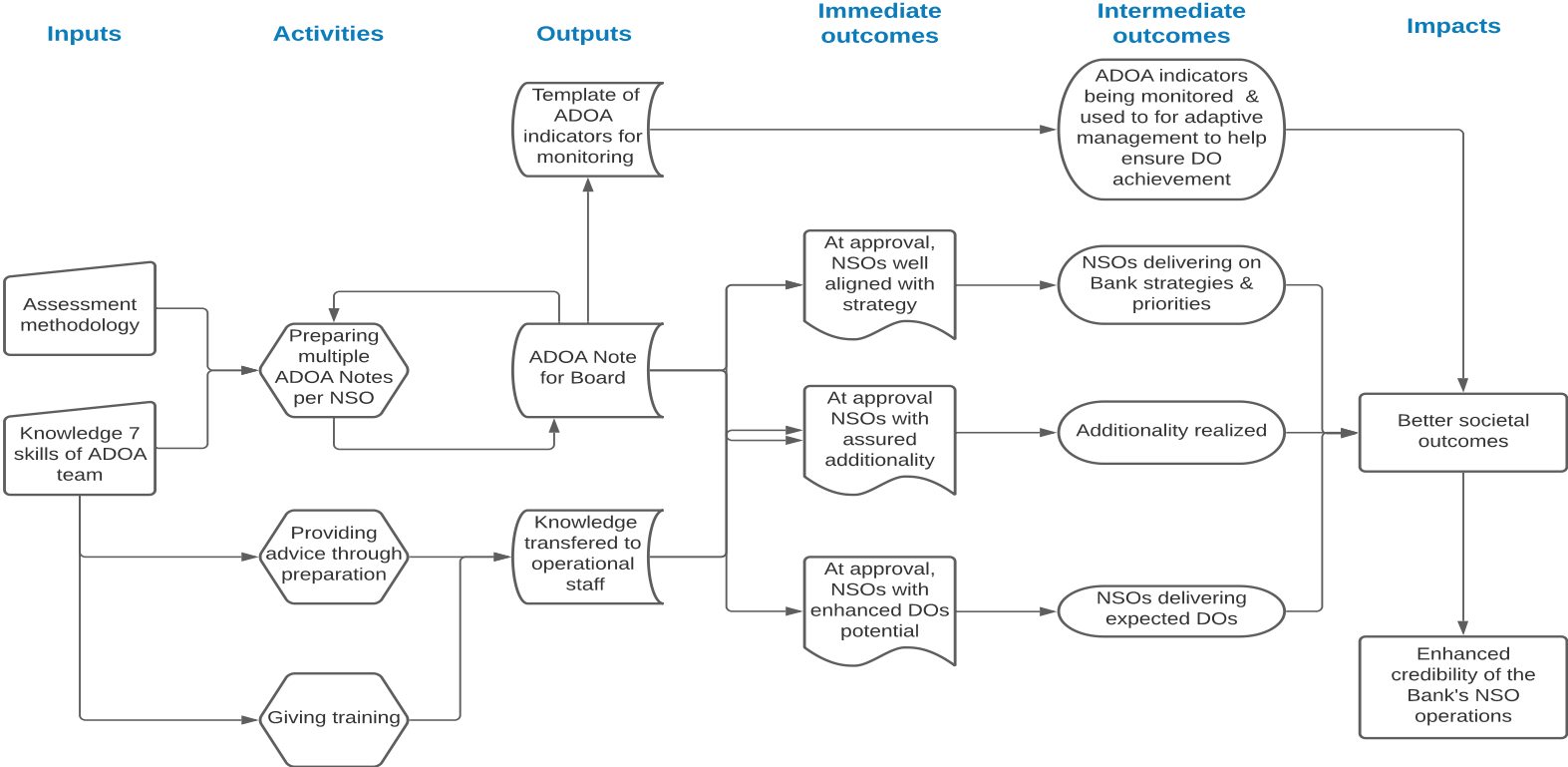
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# Annex 1: ADOA Theory of Change



**Assumptions**

- { Methodology is sound }
- { ADOA team has required skills & experience }
- { Multiple versions of AN bring about improvements }
- { Advice & training are good & taken on board }
- { Management takes ADOA assessment into account }
- { Board takes ADOA assessment into account }
- { Indicators are monitorable }
- { Clients fulfill results reporting requirements }
- { Monitoring data used to improve performance }
- { Context does not change adversely }

## Annex 2: Evaluation Matrix

The simplified matrix below shows information required to answer the evaluation question and its sub-questions, the methods used to acquire the data and the general approach to data analysis.

**Table A2.1: Summary of evaluation design matrix**

Sub-question	Lines of enquiry	Methods used to get the information
1. To what extent is the ADOA aligned to the Bank's current and emerging strategic directions, and how can this alignment be improved?	Evolution and possible future directions of the Bank's strategies relevant to NSOs: DBDM, High 5s Clarity on the purpose of the ADOA and what in practice it delivers Alignment of the ADOA with the Bank's operational strategies: PSD, NSO policy, etc.	Document review Informed person interviews Surveys Judgment by the evaluation team
2. To what extent has the ADOA 2.0 Framework provided a sound assessment of additionality and expected achievement of development outcomes; and in what ways can their assessment be improved?	Clarity on the purpose of the ADOA and what in practice it delivers How can the ADOA be improved to better serve its primary purposes? How does the ADOA tool compare with <i>ex-ante</i> assessment by selected other MDBs To what extent did the ADOA contribute to enhanced selectivity of Bank's NSOs? Detailed information on specific cases of the application of the ADOA Framework	Document review (including 2014 evaluation) Informed person interviews Case study investigation Surveys Knowledge of other MDB tools, review of publicly available information plus interviews with the selected MDBs
3. To what extent has the ADOA process and methodology been efficient? and are efficiency gains possible?	To what extent is the ADOA process efficient and timely? Process step mapping Comparative analysis of resource use by other MDBs Assessment of value-added/benefits of the various process steps involved in the ADOA (due to data limitations, this is likely to be a more qualitative than quantitative assessment)	ADOA participants' estimations Informed person interviews MDB benchmarking Surveys Observation of ADOA processes
4. What are the strengths and weaknesses of the ADOA tool and process	Utilization of all evidence gathered to derive strengths, weaknesses, opportunities and constraints, considering the assessment of ADOA 2.0 Framework's relevance, effectiveness and efficiency.	Team deliberations Surveys
5. How can the ADOA increase its value-added to the Bank's NSO operations? (This question explores the wider benefits of the ADOA, beyond meeting its principal role as an <i>ex-ante</i> decision-making tool)	Examination of the extent to which the ADOA targets and indicators are monitored and the information used for adaptive management to increase development outcome achievement. Alignment or complementarity with results-based logical frameworks and the methods used for <i>ex-post</i> evaluation in XSRs and validations, and the implications of any misalignments. Benchmarking with other MDBs Exploration of whether feedback loops exist to ensure that the ADOA is informed by experience of how things turn out to improve its 'predictive' ability	Document reviews Case studies MDB benchmarking Interviews Surveys

## Annex 3: References

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