Steps for Conducting Evaluation in IDEV

Evaluation Week 2022

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Date and venue

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OUTLINE

❚ **Introduction**

❚ **Develop Concept Note**

❚ **Conduct Scoping Mission**

❚ **Develop Approach Paper**

❚ **Consultant Selection**

❚ **Develop Inception Report**

❚ **Data Collection**

❚ **Prepare Technical Report**

❚ **Prepare Summary Report**

❚ **Editing, Translation**

❚ **Capitalization Workshop**

❚ **Committee on Operations and Development Effectiveness (CODE Meeting)**

❚ **Dissemination**

Introduction

- Evaluations are derived from the IDEV three Year Work Program - updated annually.

- The work program is developed through an elaborate process of stakeholder consultations.

- Steps developed to ensure standardization of processes and quality of the evaluation product.

IDEV conducts the following evaluations and validations

- **Validations of Project Completion Reports (PCRs) and Expanded Supervision Reports (XSRs):** assess the results of projects and the quality of self-evaluation products

- **Project Cluster Evaluations**: assess a group of related interventions that have potential for the extraction of broader lessons

- **Impact Evaluations**: assess the changes (both intended and unintended) that can be attributed to a particular intervention

- **Sector/Thematic Evaluations**: are an overall assessment of the Bank's development assistance in a specific sector/ theme. They align to Bank priorities & provide evidence for decision-making

- **Corporate Evaluations**: these assess the conduct and results of Bank-wide corporate policies, strategies, business processes and organizational aspects, to enhance organizational efficiency and effectiveness

- **Country and Regional Strategy and Program Evaluations**: inform the design of new Country and Regional Strategy Papers

- **Evaluation Synthesis and Comparative Studies**: extract knowledge and draw key lessons on broader development issues and challenges

1. Concept Note (CN)

Background

- Writing a Concept Note is the first step to planning an evaluation (2-3 pages)

- Outline: Introduction, Evaluation objectives, Evaluation questions, Approach, Methodology & scope, Audience, Team, Timeline

Process

- Team members, peer reviewers and Knowledge Management & Communications Officers appointed

- Task Manager drafts Concept Note

- Review by IDEV Management
- Formation of Evaluation Reference Group (ERG) and subsequent meeting on the Concept Note
- Final Concept Note cleared by DM

Outputs
- Meeting minutes of ERG on Concept Note
- Final Concept Note
- Scoping mission may be arranged as needed and Terms of Reference (TOR) and Back to Office Report (BTOR) prepared as outputs

2. Approach Paper (AP)

Introduction

The Approach Paper outlines the background, the objectives of the evaluation; the main evaluation questions; the evaluation methodology, scope and sources of information; evaluation matrix, indicators, crosscutting issues, human resources, a tentative timeline, dissemination plan, target audiences & Annexes (TOC)

2. Approach Paper (AP)

Process

- Task Manager drafts Approach Paper

- Preliminary Stakeholder Mapping & Dissemination Plan

- IDEV Management review

- Evaluation Reference Group review and meeting

- Final Approach Paper cleared by Division Manager

Outputs

- Minutes from Evaluation Reference Group meeting on draft Approach Paper

- Matrix of all comments on the draft Approach Paper and how they were addressed

- Final Approach Paper

- Preliminary Stakeholder Mapping and Dissemination Plan

- Preliminary Webpage and publication of final Approach Paper

3. Consultant Selection

Process

- Terms of Reference generally contains introduction/background, objectives of the intervention, objectives of evaluation, evaluation questions, methodology & scope, deliverables, time schedule, consultant profile

- The process follows the AfDB's corporate consultancy recruitment procedures

- Task Manager files all documents related to consultant's selection when selection is finalized

Outputs

- All procurement documents as per procurement checklist

4. Develop Inception Report (IR)-In absence of Approach Paper

Introduction

The Inception Report just like the Approach Paper provides a detailed Background and Context of the intervention, Objectives of evaluation, Evaluation Questions, Evaluation Matrix, Methodology, scope & Annexes (e.g., Data collection tools)

4. Develop Inception Report (IR)-In absence of Approach Paper

Process

- Draft Inception Report developed by Task Manager and consultant
- Review by Evaluation Reference Group and IDEV management
- Division Manager clears the Inception Report

Outputs

- Meeting minutes of Evaluation Reference Group on draft Inception Report
- Matrix of all comments on the draft Inception Report including how they were addressed
- Final version of Inception Report
- Knowledge Management & Communications Officers publish the final Inception Report on webpage

5. Data Collection

Introduction

- Data collection missions conducted only when Approach Paper/Inception Report is finalized (data collection tools reviewed with Approach Paper/Inception Report)

- Mixed methods of data collection - various lines of evidence which are triangulated to support findings

- Brief description of evaluation tools/data collection instruments (from Approach Paper or Inception Report) e.g., online surveys/questionnaires; semi-structured interview guides; focus groups; direct observation tools etc.

5. Data Collection

Process

- Task Manager writes Terms of Reference of Data Collection Mission
- Stakeholders informed
- Data collection takes place
- Data collection synthesis report or Back to Officer Report filed

Outputs

- Terms of Reference of data collection mission
- Back to Office Report of data collection mission
- Data stored in collaboration space

6. Technical Report (TR)

Introduction

- It contains Background/Introduction, Objectives, Evaluation Questions, Methodology & Scope, Limitations, Ethical Considerations, Findings, Conclusions, and Lessons

Process

- Consultant and Task Manager prepare draft Technical Report

- IDEV Management review

- Evaluation Reference Groupe review and meeting

- Division Manager clears technical report

Outputs

- Minutes of Evaluation Reference Group meeting on draft Technical Report

- Matrix of all comments on the draft Technical Report and how they were addressed

- Final Technical Report

7. Summary Report (SR)

Introduction

The Summary Report contains Executive Summary, Introduction, Objectives, Scope & Evaluation Questions, Methodology, Limitations, Findings, Conclusions, Lessons and Recommendations, and Annexes

7. Summary Report (SR)

Process

- Draft Summary Report prepared by Task Manager

- IDEV Management review

- Evaluation Reference Group review and meeting

- Task Manager produces final summary report

- IDEV Management clears summary report and submits it for Bank Management Response

- Knowledge Management and Communications Officer finalizes stakeholder mapping & Dissemination Plan

- Editing and Translation

Outputs

- Minutes from the Evaluation Reference Group meeting on the draft Summary Report

- Matrix of all comments on the draft SR including how these were addressed

- Final Summary Report

8. Capitalization Workshop

Introduction and Process

- Mainly for evaluations focused on learning, not containing recommendations - e.g., project cluster, evaluation synthesis, some impact evaluations – or on basis of demand

- Based on final summary report

- The Task Manager, in consultation with the relevant operations department, the Division Manager, and the Knowledge Management Officer organize a capitalization workshop for the intended audience

- Findings and lessons are discussed

- After the workshop, an Outcome note is prepared

Outputs

- Outcome Note (Co-developed by Client/operations and IDEV)

9. CODE Meeting

Committee on Operations and Development Effectiveness (CODE)

- The evaluation Summary Report and its Management Response are circulated to the Board

- The Evaluation General and the Task Manager present the evaluation and its findings, lessons and recommendations

- Management presents its Response

- CODE discusses the evaluation report and the Management Response

9. CODE Meeting

If CODE endorses the evaluation report, its recommendations and the Management Response:

- The MARS Coordinator uploads the evaluation, the recommendations and the Management actions into the Management Action Records System (MARS)

- Bank Management reports twice a year on the status of implementation of the actions that it has committed to

- IDEV reports annually to the Committee on Operations and Development Effectiveness on the progress of implementation of recommendations

Outputs

- Official CODE minutes

10. Dissemination

All evaluation reports endorsed by the Committee on Operations and Development Effectiveness are published on IDEV's website (or a version of it that redacts confidential information, in line with AfDB's Disclosure and Access to Information Policy)

- The Knowledge Management Officer and Communications Officer ensure professional layout of the final report and produce at least one knowledge product for each completed evaluation, e.g., brief/highlight/other

- The Communications Officer develops the final Webpage and publishes the electronic version of the report on IDEV website.

- Knowledge Management Officer organizes appropriate dissemination as per the dissemination plan (e.g., distribution, workshop/webinar, conferences, videos etc.). Further dissemination methods will depend on the stakeholders and their information needs and are determined in the dissemination plan.

Output

- Final Webpage with all products

10. Dissemination

Strengthening Utilization of Evaluations

- Stakeholder engagement to increase buy-in and ownership of the evaluation results

- Efforts to increase quality of evaluations through standardized processes and capacity building.

- Developing user-friendly knowledge products and effective communication channels to respond to stakeholders' questions and information needs.

- Ensure findings of the evaluation are timely and useful