





Evaluations starting in 2022

Evaluation focus Alignment with needs for evaluative information Project completion reporting (PCR & XSR) validation To provide Bank Management and staff and implementing agencies with IDEV will validate the performance of up to 65 completed public sector and up to 25 private sector projects with a project completion or expanded supervision report and will evaluate the quality of the PCRs and XSRs, critical findings and lessons regarding the implementation and effectiveness of to producé PCR and XSR validation notes. It will also implement field visits for a sample of the completed projects supported by the AfDB, and the quality of PCRs and XSRs. projects with a completion report. IDEV annually produces a number of PCR and XSR validation notes. It will, every two years, synthesize To provide the Board and Bank Management with a biennial report on the the results of the PCR and XSR validation notes for reporting on both project performance and the quality performance of Bank-supported projects and the quality of self-evaluation in of self-evaluation at the Bank, and will draw relevant lessons and good practices for use by the Bank's the Bank, and Bank staff with lessons in these two areas. operations staff. The lessons will also be uploaded to IDEV's evaluation results and lessons learned database for wider dissemination. Technologies for African Agricultural Transformation (TAAT) The Technologies for African Agricultural Transformation (TAAT) program is a key priority of the AfDB's agricultural transformation agenda also known as the Feed Africa Strategy. TAAT is essentially a knowledge-and innovation-based response to scale up proven technologies across Africa aiming to boost productivity To generate findings and lessons that will inform implementation of the Feed Africa Strategy (2016–2025). It will also provide evidence to inform decisionmaking on TAAT Phase 2. and to make Africa self-sufficient in key commodities. The evaluation will examine the strategic orientation design and focus of the interventions and the Bank's support to the promotion of these technologies and will assess the contribution of the Bank's efforts to the outcomes realized. Project to Support Maternal Mortality Reduction in Tanzania The evaluation will estimate the causal impact of the health project on its intended outcomes and identify To inform the design and implementation of future projects under the Bank's the factors that affected its performance and development outcomes. new Strategy for Quality Health Infrastructure in Africa 2021–2030 eSwatini CSP Mid-Term Review validation, Tanzania CSP mid-term evaluation, Kenya CSPE, Liberia CSPE As the Bank's new CSPs for Kenya and Liberia are expected for Board consideration and approval in Country Strategy Papers (CSPs) and Regional Integration Strategy Papers 2023 or 2024, IDEV will in 2022 start evaluations of the Bank's CSP for each of these countries. It will also validate Management's MTR of the eSwatini CSP, as previously agreed. The Tanzania CSP mid-term evaluation will examine the implementation of the Tanzania CSP. Each CSP evaluation will focus on how well (RISPs) 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. The CSPs of Kenya and Liberia are ending in 2023 or 2024. The evaluations will provide findings, the CSP was designed (including positioning & selectivity and addressing the most pressing development constraints) and implemented, and the extent to which it contributed to national development outcomes. It lessons and recommendations that will feed into the development of the next will also look at what CSP aspects worked, what did not work and why. CSPs. The MTE will provide findings and lessons for the implementation of the Tanzania CSP for the remainder of the period. **Economic and Sector Work** This evaluation follows on from IDEV's 2013 evaluation of Economic and Sector Work (ESW), which focused To inform the Bank's Management and the Board on the quality and impact mainly on the processes and procedures for the preparation of ESWs. As indicated in that evaluation, of ESWs. It will also inform the implementation of the Bank's Knowledge this second phase of the ESW Evaluation aims to take a summative evaluation perspective, focusing on Management Strategy 2022-2031 and the new AfDB 10-year Strategy. outcome and impact, and therefore completing the work undertaken during the first phase. This phase will concentrate on three aspects: i) Technical Quality of Bank ESW reports; ii) Budget and costing of ESW at the Bank; and iii) Impact of ESW. Mid-term evaluation of the Results Based Financing Policy (2017) The evaluation will focus on the Bank's policy and strategy for Results Based Financing Operations across To inform the implementation of the Results Based Financing Policy for the sectors and regions and will assess the results gained so far in implementing these operations. remainder of the period. HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management) To provide findings, lessons and recommendations that will guide The evaluation will focus on the relevance, coherence, effectiveness and efficiency of the recruitment, retention, career development, and performance management strategies employed by the Bank. implementation of the Bank's HR policies. HR Evaluation 2 (Workforce planning & Incentive structure) The evaluation will focus on the relevance, coherence, effectiveness and efficiency of the workforce planning To provide findings, lessons and recommendations that will guide implementation of the Bank's HR policies. and incentive structure strategies employed by the Bank. Evaluation Synthesis of Public Financial Management This synthesis will assemble evaluative knowledge from within and outside the Bank and RMCs and will To draw lessons that will strengthen the Bank's support for Public Financial assess efforts to support Public Financial Management in low- and middle-income countries. It will look at Management in RMCs. the relevance, effectiveness, and efficiency of strategies and instruments used to strengthen public financial management, and potential outcomes

Evaluations starting in 2023

Alignment with needs for evaluative information		
To provide Bank Management and staff and implementing agencies with critical findings and lessons regarding the implementation and effectiveness of projects supported by the AfDB, and the quality of PCRs and XSRs.		
AfDB Rail and Aviation projects		
It will provide lessons to inform future strategic and operational directions for the Bank's assistance in the rail and aviation sub-sector, and the transport sector more broadly, and inform a future revision of the AfDB Transport Sector Policy (1993).		
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Regional PCR and XSR **Project** Country Integration Sector Validation Project Cluster Performance Corporate Strategy Strategy Thematic Impact Evaluation Knowledge **Evaluations** Syntheses Evaluations **Evaluations Evaluations Evaluations Evaluations Evaluations Evaluations** Syntheses **Products**

Evaluation focus	Alignment with needs for evaluative information
Namibia CSPE, Sierra Leone CSPE	
IDEV will in 2023 start its evaluations of the current CSPs for Namibia and Sierra Leone to inform the development and discussion of new CSPs for the two countries. The evaluations will focus on the relevance, positioning, effectiveness, efficiency, sustainability, and contributions to national development outcomes.	The CSPs of Namibia and Sierra Leone are ending in 2024. The evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSPs.
Transport Sector	
This evaluation will examine the Bank's support to the transport sector over the period 2012–2021 and will assess its relevance, coherence, efficiency, effectiveness, and sustainability. It will also generate useful lessons and recommendations. Two cluster evaluations of Bank-funded road and port projects (2021) and rail and aviation projects (2023) will provide deeper knowledge on these two sub-sectors.	The evaluation will provide lessons and recommendations to inform the future revision of the Transport Sector Policy (1993).
The Bank's support for economic diversification	
For decades, economic diversification has been a policy priority for low- and middle-income countries in Africa. Lack of diversification weakens the foundation of their economic transformation and slows their pace of progress. It also makes these countries particularly vulnerable to sudden external shocks, as the COVID-19 pandemic-induced disruption of tourism and oil-dependent economies has illustrated. This evaluation will examine how well the AfDB has supported economic diversification in RMCs, as set out in its CSPs.	The evaluation will generate useful lessons for the Bank's ability to support the "build back better" agenda, particularly after the COVID-19 pandemic.
The Bank's Decentralization	
The Bank's major products and services are planned, prepared, and delivered at country or sub-regional level, and programmatic and financial decision making is increasingly devolved to country and regional offices. The evaluation will focus on the strengthening of country offices; the expansion of the Bank's presence in Fragile States; and the establishment and strengthening of Regional Development and Business Delivery Offices.	This evaluation will provide useful findings and lessons to Management and the Board on the implementation of the Bank's decentralization.
Implementation of the One Bank Approach	
The AfDB pursues a "One Bank" approach to offer a holistic response to the needs of its RMCs in Africa. It maximizes the use of the Group's resources, instruments, and competencies across financing windows, and also engages both the AfDB's headquarters and its field offices. The evaluation will look at the relevance, coherence, effectiveness, and efficiency of the implementation of the One Bank approach.	The evaluation will provide useful findings and lessons for Management and Board regarding the implementation and success or otherwise of the One Bank approach.
Comparative Study: MDB Operating Models	
This study will compare the AfDB's and selected other MDBs' operating models and will highlight the strengths and weaknesses of the different models, as well as good practices in effectiveness and efficiency.	To draw useful lessons for AfDB Senior Management and the Board on the AfDB operating model.
Evaluation Synthesis of Policy Dialogue	
The synthesis will assemble evaluative knowledge from both the AfDB and other institutions. It will gather information regarding policy dialogue across a range of sectors at the country, regional and international levels, the use of different mechanisms appropriate to the specific context, and the results of these initiatives. It will also look at the timeliness of policy dialogue and whether it is consistent with what other MDBs are doing.	IDEV's 2018 evaluation of program-based operations (PBO) and several Country Strategy and Program evaluations have found that the Bank underperformed in the area of policy dialogue. This evaluation will help to deepen understanding of the issue and provide lessons for the Bank to strengthen engagement strategies with RMCs going forward. It will also provide lessons for the implementation of the Bank's new Ten-Year Strategy.

Evaluations starting in 2024

Evaluation focus	Alignment with needs for evaluative information
Project completion reporting (PCR & XSR) validation	
IDEV will validate the performance of up to 65 completed public sector and up to 25 private sector projects with a project completion or expanded supervision report and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for a sample of the completed projects with a completion report.	To provide Bank Management and staff and implementing agencies with critical findings and lessons regarding the implementation and effectiveness of projects supported by the AfDB, and the quality of PCRs and XSRs.
Biennial validation synthesis report (2022-2023)	
IDEV annually produces a number of PCR and XSR validation notes. It will, every two years, synthesize the results of the PCR and XSR validation notes for reporting on both project performance and the quality of self-evaluation at the Bank, and will draw relevant lessons and good practices for use by the Bank's operations staff. The lessons will also be uploaded to IDEV's evaluation results and lessons learned database for wider dissemination.	To provide the Board and Bank Management with a biennial report on the performance of Bank-supported projects and the quality of self-evaluation in the Bank, and Bank staff with lessons in these two areas.
Governance Institutional Support Projects in Zimbabwe	
The Bank has implemented seven Governance Institutional Support Projects (ISP) in Zimbabwe over the period 2013-2022. Four of these have been completed, and three are ongoing. IDEV will undertake a project cluster evaluation to assess the results, efficiency, effectiveness and sustainability of the ISPs, identify gaps, and draw lessons for the future. The evaluation will be summative for the four completed projects, and formative for the ongoing ones.	The evaluation will provide the Board and Bank Management with evidence of the performance of governance support projects in Zimbabwe. It will draw lessons for both ongoing and future engagement, with a view to ensuring that the AfDB remains relevant and responsive to Zimbabwe's needs, and in the context of the ongoing arrears clearance and debt resolution process.
A Jobs for Youth Project	
This evaluation will focus on the impact on social and economic indicators of a selected Jobs for Youth project in an RMC.	The Jobs for Youth in Africa Strategy 2016–2025 foresees a series of impact evaluations of a subset of activities in different intervention areas under the Strategy, in order to assess the overall job creation impact of the Strategy. This evaluation will complement these impact evaluations foreseen in the Strategy and will also guide future directions of a possible successor strategy.

Country Strategy Evaluations

Corporate Evaluations

PCR and XSR Validation Syntheses

Sector Evaluations Project Cluster Performance Evaluations

Regional Integration Strategy Evaluations

Thematic Evaluations Impact Evaluations Evaluation Syntheses Knowledge Products

Evaluation focus Alignment with needs for evaluative information The Regional Integration Framework The evaluation of the Regional Integration Framework will provide findings, lessons and recommendations for the next strategic document. IDEV will evaluate the Regional Integration Framework 2018–2025. The evaluation will focus on how well the underlying document was designed (including positioning and addressing the most pressing development constraints) and implemented, and the extent to which it produced results and contributed to regional development outcomes. It will also look at what aspects worked, what did not work and why The Gambia CSPE, mid-term evaluation of the Botswana CSP, and validation of the Completion Report of the South Sudan CSP IDEV will evaluate the CSP for The Gambia. It will also conduct a mid-term evaluation of the CSP for The CSP of Gambia is ending in 2025. The evaluation will provide findings, lessons and Botswana, and validate Management's Completion Report of the South Sudan CSP. Each evaluation will recommendations that will feed into the development of the next CSP. The Botswana focus on how well the underlying document was designed (including positioning and addressing the CSP MTE will provide lessons for implementation of the CSP for the remainder of most pressing development constraints) and implemented, and the extent to which it produced results the period and the validation exercise for the South Sudan Completion Report will and contributed to national/regional development outcomes. It will also look at what aspects worked, validate the results of the self-evaluation of the CSP. what did not work and why. Implementation of the Selectivity Framework Selectivity or its lack thereof has often been identified by the AfDB as a key factor affecting the outcomes of the AfDB's country engagements. The evaluation will focus on the role and the practice This evaluation will provide lessons and recommendations that will contribute to better understanding of the implementation of the Selectivity Framework and help of selectivity in the AfDB's country strategies and explore the link between selectivity and country Management to improve the execution going forward. program outcomes. It will also explore whether the application of selectivity has been based on sound criteria such as potential magnitude of impact, likelihood of country action, additionality of the Bank's contribution, relative cost of Bank involvement in an activity or sector, ensuring alignment and ownership, portfolio performance, development outcomes, and quality and readiness Implementation of the Multidimensional Debt Action Plan (2021-2023) This evaluation will look at the relevance, coherence, effectiveness, efficiency, impact and sustainability This evaluation will support accountability for the implementation of the Plan, and of the actions foreseen under the Action Plan and will draw lessons accordingly. It will also assess the provide lessons that will guide future Bank actions in the area of debt sustainability factors that have supported or impeded implementation of the Action Plan. and debt management. Africa Investment Forum (Rapid Evaluation) The Africa Investment Forum operates as a multi-stakeholder, multi-disciplinary platform dedicated to advancing projects to bankable stages, raising capital, and accelerating the financial closure of deals to reduce the continent's investment gaps This evaluation will look at the strategic orientation, The evaluation will provide lessons and recommendations for the AfDB and partners on the three core objectives of AIF, namely: advancing projects to bankable stage, raising capital to mobilize partners and investors, and accelerating financial closure effectiveness and efficiency of the Africa Investment Forum in meeting its objectives since its inception of deals through a coordinated approach The evaluation will be conducted using Rapid Evaluation methodology and will therefore be focused on a limited number of evaluation questions. Implementation of GCI-VII commitments This evaluation will assess the extent to which the GCI-VII commitments have been implemented and The evaluation will provide Bank Management and the Board with a basis for accountability for the implementation of the commitments, as well as lessons that will guide the implementation of any remaining GCI-VII commitments and future the outcomes of this implementation. It will also examine the factors that have supported or hindered the implementation of the commitments commitments. The Nigeria Trust Fund (NTF) The evaluation will be conducted in two phases. The first phase will synthesize lessons from existing evaluations of other, successful funds to help the NTF make best use of its resources and promote The evaluation will provide Bank Management, the Board and the Nigerian authorities with evidence to inform discussions and decision-making on a possible further the development effectiveness of its projects. The second phase will examine how the NTF has been extension or renewal of the NTF. managed and used, and assess its relevance and performance

Evaluation Synthesis of Technical Assistance

The report will synthesize evidence from the AfDB and other sources on the relevance, effectiveness and efficiency of Technical Assistance provided to institutions/organizations and projects in RMCs.

It will provide lessons for the implementation of Technical Assistance by the Bank, and partners, under the Bank's Capacity Development Strategy 2021-2025, and will inform any revision of that Strategy.

Regional PCR and XSR **Project** Integration Country **Project Cluster** Performance Strategy Corporate Strategy Knowledge Sector Validation Thematic Impact **Fvaluation Evaluations Evaluations Evaluations** Evaluations Syntheses **Evaluations Evaluations Evaluations Evaluations** Syntheses **Products**



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