



IDEV

Independent Development Evaluation  
African Development Bank

# Independent Development Evaluation Work Program 2025 - 2027

December 2024



AFRICAN DEVELOPMENT BANK GROUP  
GROUPE DE LA BANQUE AFRICAINE  
DE DEVELOPPEMENT

## Acknowledgements

Task Manager	Andrew Ajuang Anguko
Task Team	Clement Banse, Girma Earo Kumbi, Abdulkareem Lawal and Maria Roselynn Muzaaki
Division Manager, Division 1	Rufael Fassil
Division Manager, Division 2	Madhusoodhanan Mampuzhasseril
Division Manager, Division 3	Jayne Musumba
Evaluator General	Karen Rot-Münstermann

## Table of Contents

<b>1. INTRODUCTION .....</b>	<b>1</b>
<b>2. CONTEXT .....</b>	<b>1</b>
2.1 Global Context .....	1
2.2 The African Context.....	2
2.3 Within the AfDB .....	2
<b>3. PERFORMANCE HIGHLIGHTS OF THE 2022-2024 WORK PROGRAM .....</b>	<b>3</b>
3.1 Evaluations .....	3
3.2 Knowledge Management, Dissemination and Outreach .....	6
3.3 Evaluation Capacity Development and Partnerships.....	9
3.4 Challenges Faced by IDEV in Implementing its 2022-2024 Work Program.....	10
<b>4. IDEV STRATEGIC DIRECTIONS FOR 2025-2027 .....</b>	<b>10</b>
4.1 Meeting evaluative knowledge needs .....	11
4.2 Finetuning IDEV's product mix to achieve the right balance .....	11
4.3 Enhancing the quality and credibility of evaluation work.....	12
4.4 Strengthening the utilization of evaluations.....	13
<b>5. WORK PROGRAM PROPOSAL 2025-2027 .....</b>	<b>13</b>
5.1 Introduction .....	13
5.2 Planning Approach.....	14
5.3 Three scenarios for IDEV's 2025-2027 work program.....	16
5.4 IDEV Evaluation Workstreams.....	20
5.5. Knowledge Management, Dissemination and Outreach .....	22
5.6 Partnerships and Evaluation Capacity Development.....	23
5.7 Ensuring the Quality and Utility of Evaluations .....	24
<b>6. RESOURCE REQUIREMENTS .....</b>	<b>25</b>
6.1 Budget estimates for the three scenarios.....	25
6.2 Human Resource Requirements for the three scenarios.....	26
<b>7. ISSUES FOR BOARD CONSIDERATION .....</b>	<b>27</b>
<b>ANNEXES .....</b>	<b>I</b>

## Acronyms

<b>AfDB</b>	African Development Bank Group
<b>AfrEA</b>	African Evaluation Association
<b>APNODE</b>	African Parliamentarians' Network on Development Evaluation
<b>CLEAR</b>	Centers for Learning on Evaluation and Results
<b>CODE</b>	Committee on Operations and Development Effectiveness
<b>CRV</b>	Completion Report Validation
<b>CSP</b>	Country Strategy Paper
<b>CSPE</b>	Country Strategy and Program Evaluation
<b>DAC</b>	Development Assistance Committee
<b>ECD</b>	Evaluation Capacity Development
<b>ECG</b>	Evaluation Cooperation Group
<b>EPRADI</b>	Evaluation Platform for Regional African Development Institutions
<b>EvalPartners</b>	Partnership to enhance evaluation capacity
<b>EVRD</b>	Evaluation Results Database
<b>GCI</b>	General Capital Increase
<b>GEI</b>	Global Evaluation Initiative
<b>IDEV</b>	Independent Development Evaluation
<b>MARS</b>	Management Action Record System
<b>MDB</b>	Multilateral Development Bank
<b>MIC</b>	Middle Income Country
<b>MTE</b>	Mid-Term Evaluation
<b>MTS</b>	Medium Term Strategy
<b>NSO</b>	Non-Sovereign Operation
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PBD</b>	Program and Budget Document
<b>PBO</b>	Program Based Operation
<b>PCR</b>	Project Completion Report
<b>PCREN</b>	Project Completion Report validation note
<b>PPP</b>	Public Private Partnership
<b>RISP</b>	Regional Integration Strategy Paper
<b>RISPE</b>	Regional Integration Strategy and Program Evaluation
<b>RMC</b>	Regional Member Country
<b>TYS</b>	Ten-Year Strategy
<b>UA</b>	Unit of Account
<b>USAID</b>	United States Agency for International Development
<b>XSR</b>	Expanded Supervision Report
<b>XSREN</b>	Expanded Supervision Report validation notes

## Executive Summary

Independent Development Evaluation (IDEV) is an independent function tasked with enhancing the development effectiveness of the Bank. By conducting independent evaluations and proactively sharing good practices, IDEV ensures that the Bank and its stakeholders learn from experience and plan and deliver development activities to the highest possible standards. IDEV's work program for 2025-2027 operationalizes the three strategic objectives laid down in the Independent Evaluation Policy: accountability, learning, and promoting an evaluation culture. The work program has been developed through a process involving an analysis of IDEV's 2022-2024 work program performance and the identification and prioritization of evaluation proposals derived from document review and stakeholder consultations.

### Performance Highlights of the 2022–2024 Work Program

IDEV has registered considerable progress in the implementation of its 2022-2024 work program. The work program was designed to further strengthen IDEV's alignment with the Bank's Ten-Year Strategy (TYS), General Capital Increase (GCI) and African Development Fund (ADF) commitments, and the High 5s, and to respond to the needs of key stakeholders and potential users. It also responded to the dynamic context for evaluation, both globally, with calls for accountability and for supporting the development of national evaluation capacity, and inside the Bank, where Management is setting fresh directions that will require further learning from experience.

The evaluations conducted as part of the work program were well aligned with the High 5s and the priorities of the Development and Business Delivery Model (DBDM) – covering topics such as agriculture, energy, transport, health infrastructure, governance, human resources, decentralization, and the One Bank Approach, among others. Only few changes were made to the work program during the annual reviews with the Committee on Operations and Development Effectiveness (CODE).

Overall, IDEV has delivered 14 evaluations from the 2022-2024 work program, 20 are ongoing and 1 remains to start. At the project level, IDEV has validated 195 Project Completion Reports (PCRs) and 27 Expanded Supervision Reports (XSRs) and produced one

PCR and XSR validation synthesis report (a second synthesis report is under preparation). It has completed one project cluster evaluation (Technologies for African Agricultural Transformation Program, Phase 1) and two are ongoing (rail and aviation projects and Governance Institutional Support Projects in Zimbabwe). One impact evaluation has been completed (Maternal Mortality Reduction Project in Tanzania) and another is ongoing (a Jobs for Youth in Africa project).

IDEV has delivered four Country Strategy and Program Evaluations (CSPEs - Kenya, Liberia, Sierra Leone, and Namibia), one CSP mid-term evaluation (Tanzania), and one CSP Mid-Term Review validation (Eswatini). One CSPE (The Gambia), the mid-term evaluation of the Regional Integration Strategy Paper for North Africa (RISP-North), the mid-term evaluation of the Botswana CSP, and the evaluation of the Regional Integration Framework (2018-2025) are ongoing. Since the CSP for South Sudan (2024-2024) is expected to be extended to December 2026, the planned validation of the CSP Completion Report can no longer start in 2024. We are consulting RDVP on a suitable alternative RMC whose CSP Completion Report would be ready for validation in late 2024 or early 2025.

Seven sector and thematic evaluations were planned to start in 2022-2024. Three have been delivered (Economic and Sector Work, the Results-Based Financing Policy, and the Africa Investment Forum) and four are ongoing (Economic Diversification, Transport Sector, the Multidimensional Debt Action Plan, and the Selectivity Framework). In the area of corporate evaluations, six were planned, all of which are ongoing (2x Human Resources, Decentralization, One Bank Approach, Nigeria Trust Fund, and GCI-VII commitments). Finally, one evaluation synthesis was completed (Public Financial Management), two are ongoing (Policy Dialogue and Technical Assistance). The Comparative Study of Multilateral Development Bank Operating Models has been completed.

On knowledge management and dissemination, IDEV continued to publish and prepare knowledge products for every evaluation completed. It also organized internal and regional dissemination, outreach, and knowledge events to promote learning from evaluations and support an evaluation culture in the Bank and in Regional Member Countries (RMCs). It organized the AfDB Development

Evaluation Week in 2022 and 2024, and continued to produce its magazine *eVALUation Matters*. The fully searchable Evaluation Results Database (EVRD) now contains 5165 lessons and 5244 recommendations, in both working languages of the Bank, and the Management Action Record System (MARS) tracks the implementation of 515 actions in response to 182 recommendations from 55 evaluations. IDEV produced annual reports for the department, accompanied by videos and animations. In addition, IDEV actively engages with stakeholders, including the Board, Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank policies, strategies and operations.

IDEV further strengthened the evaluation capacities of its own and other Bank staff via targeted trainings, webinars, and other learning events. Externally, IDEV continued to work with and support RMCs, evaluation networks, and partners across the globe. It continued to support both the supply and demand sides of evaluation via its involvement with APNODE (African Parliamentarians' Network on Development Evaluation), EPRADI (Evaluation Platform for Regional African Development Institutions) and Twende Mbele.

In terms of partnerships, IDEV chaired the Evaluation Cooperation Group in 2023. In addition, it partnered with the African Evaluation Association, the Global Evaluation Initiative, EvalPartners, and the Centers for Learning on Evaluation and Results (CLEAR), and continued to invest in strengthening partnerships with UN agencies and the *Réseau Francophone de l'Évaluation*, while seeking out new relationships with others.

IDEV faced challenges in implementing its work program arising from a continued backlog of evaluations and heavy workload for staff as a result of the COVID-19 pandemic, whose effects spilled over to the 2022-2024 work program. Secondly, there have been challenges in obtaining timely feedback from internal and external peer reviewers, evaluation reference group members, and other stakeholders during the conduct of evaluations and the review of evaluation products. This has been coupled with delays in obtaining mission clearance from some RMCs and unavailability of key stakeholders in certain cases. IDEV is mitigating some of these challenges by accelerating the use of technology and local consultants for data collection in evaluations. IDEV has also engaged a Data Scientist to make use of other data sources and techniques such as big data, satellite imagery, machine

learning, and Artificial Intelligence (AI) to generate and analyze more evidence to support evaluation findings.

## Strategic Directions for 2025-2027

In the 2025-2027 work program period, IDEV will continue to pursue its three core objectives as set out in the Independent Evaluation Policy: (i) contributing to learning in the Bank and RMCs, (ii) providing a basis for accountability to the public and to member countries, and (iii) promoting an evaluation culture in the Bank and RMCs. It will continue to apply the Policy's four guiding principles: (i) independence; (ii) credibility, impartiality, and transparency; (iii) usefulness; and (iv) partnership, which are in line with international norms and standards for development evaluation. In addition, IDEV will continue its regular consultation and briefing of Bank Senior Management and the Board, and practice enhanced stakeholder engagement throughout the evaluation process.

IDEV will focus its independent evaluations on interventions aligned with the Bank's Ten-Year Strategy and its commitments under general capital increases and ADF replenishments. It will also focus independent evaluations where a gap in evaluative knowledge exists. It will ensure that its staff have the necessary technical capacity to undertake different types of evaluations. IDEV will increase the utility of independent evaluations and shift its focus from knowledge generation to knowledge use, i.e. incorporating knowledge from independent evaluations to inform policies, strategies/action plans, operations, and processes. Finally, IDEV will proactively provide targeted evaluative knowledge to the Bank and its RMCs and continue to promote an evaluation culture.

IDEV intends to pursue the following key goals over the 2025-2027 period: (i) meeting evaluative knowledge needs; (ii) achieving the right balance in IDEV's product mix; (iii) enhancing the quality and credibility of evaluation work; and (iv) strengthening the utilization of evaluations.

## Work Program Proposal for 2025–2027

Building on the 2022-2024 Work Program, IDEV's 2025-2027 work program has been designed to focus more strongly on the utility and use of its evaluations, on knowledge sharing and engagement with stakeholders. It is also aligned with the priorities of the Bank's new TYS 2024-2033 and responds to the needs

of key stakeholders and potential users. Its main features are :

- Higher level evaluations (country & regional, thematic, sector, and corporate evaluations) will continue to be a key area of work.
- The project level will be addressed through impact evaluations and project cluster evaluations, which are focused on learning and/or on supporting higher level evaluations.
- Evaluation syntheses will increasingly be employed there where sufficient evaluative knowledge already exists to meet stakeholders' knowledge needs.
- PCR and XSR validations will be delivered in a timely manner to ensure that they: (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results.
- A mix of methodological approaches which include traditional approaches, application of modern technology in the conduct of evaluations, and Rapid Evaluation methodology will be used.
- Learning engagements will be introduced to meet the needs of Bank departments and complexes for learning from evaluations in a more structured manner over a set period of time.
- Knowledge management, dissemination and outreach activities will be strategically planned and sequenced to optimize the use of evaluation findings to support: (i) learning and decision-making within the Bank; (ii) accountability to shareholders; and (iii) learning for RMCs and other development partners.
- Evaluation capacity, systems, partnerships and culture within the Bank and RMCs will continue to be strengthened.

This proposal for IDEV's 2025–2027 work program identifies three scenarios (low, base and high), with a mix of products that differ primarily by their level of ambition and by their extent of contribution to the Bank's knowledge needs.

The proposed evaluation topics for 2025-2027 have been informed by desk review and consultations with a wide range of stakeholders, including the Bank's Senior Management team, Board members and IDEV

evaluation experts. The consultations also provided insights on the key development questions that should be considered within each of the topics. The topics are presented in workstreams which correspond to the main chapters of the new TYS. The evaluation type will be determined during the scoping stage of each evaluation, in consultation with the evaluation stakeholders.

The base case scenario plans the start of 27 evaluations over the next three years, with attention for the utility of evaluations, knowledge management, and promoting an evaluation culture in both the Bank and RMCs.

Given the challenges faced in the 2022-2024 work program, notably the persistent backlog of evaluations, and the growing complexity of evaluations, IDEV requests for additional staff to implement the 2025-2027 work program. The implementation of the work program will require additional staff corresponding to one Professional Level-3 and four Local Professional-5 positions in the base case scenario. These additional staff will take the place of consultants, and as a consequence, the consultancy budget will be decreased. IDEV will ensure an appropriate balance between staff and consultants.

The envelope of budget resources requested for the 2025-2027 period amounts to **UA 8.50 million** per year on average in the base case scenario (slightly higher than the 2024 budget of 8.15 million). This includes direct costs, current staff costs (full complement), and the cost of the additional staff requested above.

## ISSUES FOR BOARD CONSIDERATION

Following the incorporation of the guidance provided at its meeting of 24 September 2024, CODE endorsed IDEV's work program and budget, and specifically the base case scenario, at its meeting of 6 November 2024.

The Boards of Directors approved IDEV's work program and budget for the period 2025-2027, in the base case scenario on 16 December 2024.

# 1. INTRODUCTION

Guided by the African Development Bank Group's (AfDB's) [Independent Evaluation Policy](#), Independent Development Evaluation (IDEV) conducts independent evaluations of Bank policies, strategies, operations and processes, working across projects, sectors, themes, regions and countries. It widely shares its knowledge, promotes evaluation capacity, and engages in partnerships. This ensures that the Bank and its stakeholders can learn from experience and plan and deliver development activities to the highest possible standards. This document presents three scenarios for the proposed IDEV work program for 2025-2027, for discussion and guidance by the Committee for Operations and Development Effectiveness (CODE).

The preparation of this work program proposal followed a similar process as for past IDEV work programs: analysis of past performance and the changing context, followed by identification and prioritization of potential evaluations derived from document review and Bank stakeholder consultations. Additionally, the results of a two-day meeting with IDEV staff and an external stakeholder survey have also been considered. The 2025-2027 Work Program proposal presents three scenarios (Low, Base and High) for the mix of evaluation products, knowledge management and evaluation capacity development activities, taking into consideration the dynamic international context, the Bank's new [Ten-Year Strategy \(TYS\) 2024-2033](#), and results and lessons from the implementation of the IDEV 2022-2024 Work Program. Additionally, the budget and human resource requirements of implementing each of the three scenarios were estimated, mindful of the Bank's cost containment framework.

This paper begins with a brief discussion of the relevant contextual factors followed by a retrospective review of the 2022-2024 work program that summarizes IDEV's performance and implementation challenges. It then sets out the strategic directions for IDEV for 2025-2027. The process for preparing the 2025-2027 Work Program and three options for this work program, including resource requirements, follows hereafter.

## 2. CONTEXT

There have been significant changes in the context for evaluation, both within and outside the Bank, over the past three years. These factors are drivers of change for independent evaluation at the Bank.

### 2.1 Global Context

Countries around the world are faced with various social, economic, environmental, political, and other challenges which are complex and intertwined. These have slowed down progress towards the Sustainable Development Goals (SDGs). Multiple countries face hunger, unemployment, climate change, growing inequality, tightening global financial conditions, commodity price fluctuations, and high inflation. The recent increases in interest rates have adversely affected vulnerable economies with high debt levels, undermining market access and increasing the likelihood of defaults on loan repayments. To adequately address this, there is need for credible information, data and evidence to inform policies to tackle these challenges.

Innovative methods of gathering and analyzing information and data for evaluations are a global trend. There is an increase in the number and types of data sources (big data, social media data, geospatial data, blockchain etc.), and rapid advances in technologies (including Machine Learning, Artificial Intelligence and data science) are changing the way information and knowledge are created, extracted, used, and shared. These developments are impacting many aspects of society including evaluation. The rapid rate at which these technologies are spreading are increasing their application, offering tremendous opportunities to strengthen the contribution of evaluation to tackling the above-mentioned development challenges. Therefore, evaluators need to adapt their approaches to the proliferation of data sources and methods to harness their potential.



## 2.2 The African Context

Despite the global challenges mentioned above, most African countries have demonstrated remarkable resilience, and Africa remains the second-fastest growing region in the world after developing Asia. 41 countries are set to post higher growth in 2024 than in 2023, and 15 are projected to grow by more than 5 percent in 2024. In addition, 10 African countries are expected to be among the world's top 20 fastest growing economies, a trend sustained for more than a decade ([AEO 2024](#)). Nevertheless, this growth is not universal, and many African countries remain faced with challenges of conflict and fragility, food insecurity, (youth) unemployment, social inequality, weak institutions and poor governance, leading to political instability and high levels of public debt. At the same time, popular expectations are rising throughout the region – as is popular discontent when governments are not seen to deliver improvements in the quality of life of their citizens. Thus, the call for accountability and greater development effectiveness increasingly originates from within African countries - from parliaments, counties/provinces, civil society organizations, and individual citizens.

Having taken greater ownership of their own development processes, AfDB Regional Member Countries (RMCs) expect visible results from development expenditures. They are demanding better information about outcomes as well as improvements in monitoring, both of which can be used to make progress toward development objectives.

## 2.3 Within the AfDB

Against the broader backdrop of the African Union's Agenda 2063, the Bank's new Ten-Year Strategy (TYS) 2024-2033 focuses on accelerating inclusive green growth and driving prosperous and resilient economies in Africa. It will guide all Bank work over the coming 10 years, including independent evaluation activities.

The TYS sets out the High 5 operational priorities, focusing on Lighting up and Powering Africa, Feeding Africa, Industrializing Africa, Integrating Africa, and Improving the quality of life for the people of Africa. It also highlights key crosscutting issues: inclusion with a focus on women and young people, climate action, building resilience to shocks, fragility, and conflict, and strengthening economic governance. In addition, the Bank will promote private sector solutions and substantially scale up and deploy its public and private sector operations in complementary ways. In line with the Selectivity Paper<sup>1</sup>, the Bank will focus on fewer but larger, more integrated, and more transformative projects aligned with the priorities of RMCs, and explore a more programmatic/platform-based approach, financing programs rather than projects. Moreover, it intends to strengthen knowledge solutions for Africa by prioritizing investments in knowledge generation and capacity development. It will respond to calls by the G20 and the international development community for in-depth reforms of the MDBs to respond better to multiple crises and to support key global and regional public goods. Finally, the Bank will take a number of institutional measures to boost its impact and accelerate development effectiveness.

To support the Bank in achieving its mandate, the independent evaluation function should align its activities to the new TYS and the operational and institutional priorities. It should focus on evaluation of policies, strategies/action plans, programs and (corporate) processes to hold the Bank accountable for results and to provide lessons for future design and implementation. Additionally, it will pay attention to new themes, report against higher-level goals, review more complex interventions, work on themes that cut across sectoral boundaries, and provide a suitably sophisticated basket of products and services. Like the Bank, IDEV will apply selectivity in its work program. When determining the approach for individual evaluations, IDEV will ensure that it can contribute to answering the questions that Management, the Board of Directors, and other stakeholders seek answers to, and that its evaluations are as useful as possible to the Bank.

---

<sup>1</sup> *Sharpening the Bank's Strategic Focus: A Proposal to Increase the Bank's Selectivity*, ADB/BD/WP/2021/06/Rev.2/Approved

### 3. PERFORMANCE HIGHLIGHTS OF THE 2022-2024 WORK PROGRAM

The 2022-2024 IDEV Work Program, approved by the Board of Directors in December 2021<sup>2</sup> and updated in November 2022<sup>3</sup> and 2023<sup>4</sup>, proposed a mix of evaluation products: independent validations of Bank self-evaluations; project cluster evaluations; impact, sector, thematic, country, regional and corporate evaluations; evaluation syntheses and comparative studies; and other products. It also gave attention to knowledge management, partnerships, and evaluation capacity development. As of 20 November 2024, IDEV has delivered 14 evaluations from the 2022-2024 work program, 20 are ongoing and 1 remains to start.

#### 3.1 Evaluations

##### Project Level Evaluations

###### PCR and XSR validations

Independent evaluation of every Bank project is not affordable. A more cost-effective option, where IDEV has experience, is to validate the Bank's self-evaluations - Project Completion Reports (PCRs) for public sector operations and Expanded Supervision Reports (XSRs) for private sector operations. In the 2022-2024 Work Program, IDEV intended to raise the quality of PCRs and XSRs through the validation process, feedback, and overall reporting. It committed to validating up to 65 PCRs and 25 XSRs each year, and to produce a biennial validation synthesis report.

Over the period from January 2022 through July 2024, 195 PCRs and 27 XSRs were validated (from the years 2021, 2022 and 2023). In 2022, IDEV completed the [Synthesis Report of 2020-2021 PCR and XSR Validations](#), and the [synthesis report of 2022-2023 validations](#) is being prepared.

###### Project Cluster Evaluations

Cluster evaluations examine a group of similar or related interventions that have potential for the extraction of broader lessons. They provide value by drawing findings from a body of evidence and assessing design and performance features in different circumstances. Most are designed and timed to contribute to broader corporate, thematic or sector evaluations, but they can also be stand-alone. IDEV completed the [cluster evaluation of the Technologies for African Agricultural Transformation \(TAAT\) Program, Phase 1](#) in 2023. The [cluster evaluation of AfDB rail and aviation projects](#) is ongoing and is a building block for the transport sector evaluation (see below), to be delivered this year. The cluster evaluation of Bank-funded projects to support RMCs in the area of Climate Change, foreseen to start in 2024, was postponed and replaced by a [cluster evaluation of Governance Institutional Support Projects in Zimbabwe](#), which is ongoing.

###### Impact Evaluations

There has been a growing demand from stakeholders to demonstrate the impact of interventions on the intended beneficiaries. Impact evaluations assess the changes (both intended and unintended) that can be attributed to a particular intervention, such as a project, program, or policy, examining the difference the intervention has made in beneficiaries' lives. Since impact evaluations take longer and are more resource-intensive than other types of evaluation, IDEV planned to conduct two impact evaluations over the work program period (one to start in 2022 and the other in 2024). The [impact evaluation of the AfDB-funded Support to Maternal Mortality Reduction Project in Tanzania](#) was delivered in 2023 and presented to CODE in April 2024. The impact evaluation of a Jobs for Youth in Africa Project is ongoing.

##### Country and Regional Strategy and Program Evaluations

---

<sup>2</sup> ADB/BD/WP/2018/240/Rev.1/Approved

<sup>3</sup> ADB/BD/WP/2022/210

<sup>4</sup> ADB/BD/WP/2023/206

Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) are the Bank's basic frameworks for engaging with and supporting development in the RMCs. In addition, regional integration is a key priority of the TYS and one of the High 5s. Every year, a number of CSPs are completed, and new ones are designed, discussed, and approved for implementation. Country and regional strategy evaluations are undertaken based on coverage and timeliness to inform the next CSP or RISP.

During the 2022-2024 work program period, due to the security situation in Sudan, IDEV could not conduct the planned Sudan CSPE, advancing the Tanzania CSP Mid-Term Evaluation instead. In addition, IDEV replaced the planned Mid-Term Evaluation of the Cameroon CSP (2023-2028) by the Mid-Term Evaluation of the Botswana CSP (2022-2026) and the planned Validation of the Completion Report of the Seychelles CSP (2021-2025) by the Validation of the Completion Report of the South Sudan CSP (2022-2024), for reasons of timeliness and opportunity.

Over the work program period, the following have been delivered: the [Tanzania CSP Mid-Term Evaluation](#), [eSwatini CSP MTR Validation](#), [Kenya CSPE](#), [Liberia CSPE](#), [Namibia CSPE](#), and [Sierra Leone CSPE](#). The [Mid-Term Evaluation of the Botswana CSP](#), [Mid-Term Evaluation of the RISP for North Africa](#), evaluation of the Bank's Regional Integration Framework (2018-2025) and Gambia CSPE are ongoing. Since the CSP for South Sudan (2024-2024) is expected to be extended to December 2026, the planned validation of the CSP Completion Report can no longer start in 2024. We are consulting RDVP on a suitable alternative RMC whose CSP Completion Report would be ready for validation in late 2024 or early 2025, and will inform CODE of the outcome.

### **Sector and Thematic Evaluations**

Sector evaluations assess the Bank's performance and achievements within a particular sector. Sector evaluations are often designed to feed into the development of new sector strategies, frameworks or action plans by providing insights into performance management, results identification, and internal learning under the previous sector strategy. Demand for evaluations of major development themes and key sectors is strong, as the Board and Management value strategic level evaluations for their oversight function and as evidence for decision-making. These products help IDEV align to the Bank's operational priorities.

The evaluation of the Bank's [Economic and Sector Work](#) was delivered in 2023 and presented to CODE in 2024. The [Mid-Term Evaluation of the Results Based Financing Policy](#) and the rapid evaluation of the [Africa Investment Forum](#) have likewise been completed, and the [Transport Sector Evaluation](#) and the evaluation of the [Bank's Support for Economic Diversification](#) are expected to be delivered before the end of the year. The evaluations of the Multidimensional Debt Action Plan (2021-2023) and of the [Implementation of the Selectivity Framework](#) are ongoing.

### **Corporate Evaluations**

Organizational effectiveness is crucial for development effectiveness. The Bank faces important organizational challenges that affect both efficiency and effectiveness. Stakeholders have therefore expressed an elevated level of interest in corporate evaluations. Corporate evaluations focus on internal strategies, policies, processes, and organizational structures.

During the most recent IDEV work program update (Nov. 2023), the corporate evaluation of the Bank's External Communication planned for 2024 was replaced by a corporate evaluation of the [Nigeria Trust Fund](#) due to an urgent need for evaluative information regarding the performance and potential future directions of the Fund. IDEV is conducting this evaluation in two phases, using rapid evaluation techniques for the first phase (evaluation synthesis) and classic evaluation techniques for the second phase (corporate evaluation).

Three other corporate evaluations from the 2022-2024 Work Program are also due to be delivered by the end of 2024: [HR Evaluation 1](#) (Recruitment, Retention, Career Development, and Performance Management), [HR Evaluation 2](#) (Workforce Planning and Incentive structure), and the Evaluation of the Bank's [Decentralization](#). The evaluations of the [Implementation of the One Bank Approach](#) and of the Implementation of GCI-VII Commitments are ongoing.

## Evaluation Syntheses and Comparative Studies

Evaluation syntheses extract knowledge and draw key lessons from existing evaluation studies on broader development issues and challenges faced not only by the Bank, but also other agencies, and can play a significant role in learning. Robust techniques for evaluation synthesis are applied to ensure that lessons extracted are relevant to the Bank and based on strong evidence. Comparative studies are investigations to analyze and evaluate, with quantitative and qualitative methods, a particular subject in different institutions to detect similarities and/or differences between them, to draw lessons and good practices for the Bank.

From the 2022-2024 Work Program, IDEV delivered the [Evaluation Synthesis of Public Financial Management](#) and the [Comparative Study on MDB Operating Models](#). The [evaluation synthesis of Policy Dialogue](#) and the evaluation synthesis of Technical Assistance are ongoing.

## Other Products

Other products produced during the period include three Annual Reports for [2021](#), [2022](#), and [2023](#) and three MARS reports for [2022](#), [2023](#) and 2024 (ongoing). The IDEV Evaluation Manual is updated from time to time to ensure continued alignment with the Good Practice Standards of the Evaluation Cooperation Group (ECG), the international evaluation criteria, and the OECD-DAC Glossary of Terms. An update to align with the revised international evaluation criteria and definitions was completed in December 2023.

Table 1 summarizes the status of the evaluations in the 2022-2024 Work Program.

**Table 1: Status of delivery of evaluations in the 2022-2024 Work Program**

Category of Evaluation	Work Program Year	Status as of 20 November 2024	Year of (planned) Delivery
<b>PCR &amp; XSR Validations</b>			
2021 PCR validations: up to 65 (with 10% field visits)	2022	Completed	2022
2021 XSR validations: up to 25	2022	Completed	2022
Synthesis Report of 2020-2021 PCR and XSR Validations	2022	Completed	2022
2022 PCR validations: up to 65 (with 10% field visits)	2023	Completed	2023
2022 XSR validations: up to 25	2023	Completed	2023
2023 PCR validations: up to 65 (with 10% field visits)	2024	Completed	2024
2023 XSR validations: up to 25	2024	Completed	2024
Synthesis Report of 2022-2023 PCR and XSR Validations	2024	Ongoing	2024
<b>Project Cluster Evaluations</b>			
Technologies for African Agricultural Transformation Program, Phase I	2022	Completed	2023
Rail and aviation projects	2023	Ongoing	2024
Governance Institutional Support Projects in Zimbabwe	2024	Ongoing	2025
<b>Impact Evaluations</b>			
The Support to Maternal Mortality Reduction Project in Tanzania	2022	Completed	2023
A Jobs for Youth in Africa Project	2024	Ongoing	2025
<b>Country and Regional Evaluations</b>			
Tanzania CSP Mid-Term Evaluation	2022	Completed	2023
eSwatini CSP MTR Validation	2022	Completed	2023
Kenya CSPE	2022	Completed	2023
Liberia CSPE	2022	Completed	2024

Namibia CSPE	2023	Completed	2024
Sierra Leone CSPE	2023	Completed	2024
RISP North mid-term evaluation	2023	Ongoing	2025
Mid-Term Evaluation of the Botswana CSP	2024	Ongoing	2024
Gambia CSPE	2024	Ongoing	2025
The Regional Integration Framework (2018- 2025)	2024	Ongoing	2025
Validation of the Completion Report of the South Sudan CSP	2024	To be replaced	2025
<b>Sector and Thematic Evaluations</b>			
Economic and Sector Work	2022	Completed	2023
Mid-Term Evaluation of Results-Based Financing Policy (2017)	2022	Completed	2024
Transport Sector	2023	Ongoing	2024
Bank's Support for Economic Diversification	2023	Ongoing	2024
Africa Investment Forum (Rapid Evaluation)	2024	Completed	2024
Implementation of the Selectivity Framework	2024	Ongoing	2025
Implementation of the Multidimensional Debt Action Plan (2021-2023)	2024	Ongoing	2025
<b>Corporate Evaluations</b>			
HR Evaluation 1 (Recruitment, Retention, Career Development, Performance Management)	2022	Ongoing	2024
HR Evaluation 2 (Workforce Planning & Incentive structure)	2022	Ongoing	2024
Bank's Decentralization	2023	Ongoing	2024
Implementation of the One Bank Approach	2023	Ongoing	2025
Nigeria Trust Fund	2024	Ongoing	2024
Implementation of GCI-VII commitments	2024	Ongoing	2025
<b>Evaluation Syntheses and Comparative Studies</b>			
Evaluation Synthesis of Public Financial Management	2022	Completed	2023
Comparative Study: MDB Operating Models	2023	Completed	2024
Evaluation Synthesis of Policy Dialogue	2023	Ongoing	2024
Evaluation Synthesis of Technical Assistance	2024	Ongoing	2025
<b>Other Products</b>			
IDEV Annual Report 2021	2022	Completed	2022
IDEV Annual Report 2022	2023	Completed	2023
IDEV Annual Report 2023	2024	Completed	2024
IDEV MARS Report 2022	2022	Completed	2023
IDEV MARS Report 2023	2023	Completed	2023
IDEV MARS Report 2024	2024	Ongoing	2024

NB: Completed = presented to CODE and published. Delivered = submitted to Management for Management Response, awaiting presentation to CODE.

### 3.2 Knowledge Management, Dissemination and Outreach

As knowledge management (KM) is fundamental to ensuring that evaluation knowledge is systematically captured, shared, utilized, and applied, IDEV approaches KM in a dynamic, proactive, and integrated manner to extract the most out of the knowledge it generates and collates. IDEV integrates KM thinking from the initial stages of each evaluation and conducts a stakeholder mapping and needs assessment that identifies key target audiences and their knowledge needs, then prepares



a dissemination plan that outlines means of sharing evaluation knowledge with key audiences throughout and after the evaluation process.

IDEV continued to reinforce its knowledge management and outreach over the 2022-2024 period to strengthen stakeholder engagement. This has evolved with a series of knowledge activities, some of which relate to evaluations from the previous work program. The IDEV website, <https://idev.afdb.org/>, email, social media, and virtual and physical events are the most-often used channels for knowledge sharing. This section only presents the highlights of delivery over the 2022-2024 period; IDEV's [Annual Reports](#) provide more details on the activities delivered each year.

### How evaluations conducted by IDEV influenced Bank policies and strategies in recent years

IDEV actively engages with stakeholders, including the Board, Senior Management and various Bank task teams, to ensure that evaluative knowledge is taken up in new Bank policies, strategies and operations. The results of this are, for example, seen in the new [Bank Group Strategy for Addressing Fragility and Building Resilience in Africa \(2022-2026\)](#) approved in March 2022, which was strongly informed by the learnings from [IDEV's 2020 evaluation of the Bank's previous Fragility Strategy \(2014-2019\)](#) and its [evaluation of the Transition Support Facility](#). Likewise, the [Bank's new Private Sector Development Strategy](#) and its [Framework for Public-Private Partnerships](#), both approved in January 2022, were informed by IDEV evaluations, as was the [Sustainable Borrowing Policy](#), approved in February 2022. More recently, the Bank's new TYS 2024-2033 was informed by the findings and lessons from [IDEV's evaluation of the TYS 2013-2022](#) and the [Evaluation Synthesis on Promoting Inclusive Growth](#).

### Evaluation Reports and Knowledge Products

IDEV laid out, published on its website, and disseminated all the evaluation reports completed during the work program period. For each completed evaluation, it also produced knowledge products, which capture the evaluation's key messages and tailor them to the target audience(s). There continues to be a strong demand from the Bank's Board, Management and operations teams for evaluative knowledge, in particular lessons from experience, to inform new initiatives. IDEV therefore stepped up the production of lessons notes as a product in its suite of knowledge products, which also includes briefs, highlights, infographics, and videos. During the 2022-2024 Work Program period, IDEV prepared lesson notes for the [Impact Evaluation of the Public Finance Modernization Support Project in the Democratic Republic of Congo](#) and the [Cluster Evaluation of the Management of Resources in ADF-Funded Projects](#), among others, as well as *Fostering Climate Resilience and a Just Energy Transition for Africa through Evaluative Evidence* (background paper for COP27) and *What can we learn from evaluation? 7 lessons from evaluations of agricultural sector development and transformation initiatives in Africa* (prepared for the Dakar 2 summit).

The knowledge products were posted on IDEV's website and promoted via email, newsletter, and social media. 2023 marked innovations for IDEV in terms of disseminating knowledge. From the field missions conducted for the [evaluation of the TAAT program](#) in Benin, Ethiopia and Zambia arose new knowledge products with written and video interviews from the field, but also human-interest stories.

### Evaluation Matters

Each year, IDEV produces and disseminates its magazine *eVALUation Matters*, which provides different views and insights on evaluation and development issues. Contributors to the magazine draw on their knowledge and experience. Over the 2022–2024 period, eVALUation Matters has addressed topics such as [the future of impact evaluation in Africa](#), the [2022 Development Evaluation Week](#) which was themed “Building a stronger and more resilient Africa”, [Knowledge Brokering and Use of Evidence in Tackling Africa's Challenges](#), and [Sustainability in Development Interventions](#). Editions on rapid evaluation and stakeholder engagement in evaluation are in production. IDEV also produced and disseminated its bi-monthly e-newsletter, Evaluation Roundup.

## Knowledge Tools

### The Management Action Record System

Together with the Bank's Department for Development Impact and Results (SNDR) and the IT Department, IDEV manages the Management Action Record System (MARS), a computerized system that tracks the status of implementation of IDEV evaluation recommendations and their associated actions. The MARS was designed to strengthen corporate accountability and assist the Board of Directors in its oversight role. As part of this objective, Management reports to CODE bi-annually on its progress in implementing the actions, while IDEV reports to CODE annually on the level of adoption of evaluation recommendations. As of 30 June 2024, the MARS contained 515 actions in response to 182 recommendations from 55 evaluations.

### The Evaluation Results Database

To make evaluation results easily available, IDEV continued to populate and enhance the publicly available and fully searchable online [Evaluation Results Database](#) (EVRD) comprising findings, ratings, lessons and recommendations from the Bank's independent and self-evaluations. As of August 2024, the EVRD included 5,165 lessons and 5,244 recommendations, in both languages of the Bank (English and French).

## Events

In collaboration with the relevant Bank departments and country offices, IDEV organized a number of knowledge and learning events to share and disseminate evaluation findings, lessons, and recommendations with key target audiences, and to promote learning from evaluations for future policy and program design. For example, IDEV together with the East Africa Regional Energy Sector Division (PESD.4), co-hosted a [Power Sector Roundtable](#) for stakeholders in Nairobi, Kenya, in April 2023. This event discussed the evidence-based impacts of rural electrification, on the basis of IDEV's [impact evaluation of Phase I of the AfDB-funded Kenya Last Mile Connectivity Project](#).

In addition, IDEV organized capitalization workshops for Bank staff together with the relevant thematic and operations departments to discuss the findings of evaluations and to facilitate learning and uptake of the lessons by the operations colleagues. They provide a platform for staff who an evaluation pertains to, to candidly discuss its results, based on their experiences, and to gain insights for improving performance. This has been a positive experience. Examples of such workshops organized over the 2022-2024 period include those covering the following IDEV evaluations:

- [Evaluation of the Bank's Civil Society Engagement](#);
- [Evaluation of the Bank's Implementation of its Non-Sovereign Operations](#) and the [Synthesis Report of 2020-2021 PCR and XSR Validations](#);
- [Evaluation Synthesis on Promoting Inclusive Growth](#);
- [Evaluation Synthesis on Public Financial Management](#), and
- [Evaluation Synthesis on the Bank's Support for Agriculture and Agribusiness Growth and Productivity](#).

Moreover, IDEV organized knowledge events such as its flagship biennial AfDB Development Evaluation Week. The 2022 AfDB Evaluation Week, held under the theme "*Building a stronger and more resilient Africa*," attracted more than 800 participants to one or more sessions. The 2024 Evaluation Week took place from 17-19 September, under the theme *Navigating rough seas towards a brighter horizon for Africa*.

In 2023, the Department hosted an event on the [theme of sustainability in development interventions](#). The aim was to share and to learn what can be done differently by the Bank, governments, and other development partners for development results to last. In 2024 IDEV co-organized the AfDB/ILO Demo day -based on the [mid-term evaluation of the Jobs for Youth in Africa Strategy](#)- to showcase evidence-based innovative and sustainable solutions to address youth employment challenges. Finally, each year IDEV contributes to the Global Evaluation Initiative (GEI)'s annual gLOCAL Evaluation Week, showcasing topics like [the evolution of IDEV's evaluation practice and its use for post-pandemic](#)

[recovery](#), “[Building a career in evaluation during uncertain times](#)”, “[Lessons for future crisis response from the evaluation of the AfDB’s response to the COVID-19 pandemic](#)”, and “[Advancing sustainable agriculture, climate resilience, and renewable energy in Africa: Lessons from the evaluations of AfDB interventions](#)”, among others. Recordings of events are made available on IDEV’s YouTube channel.

## Annual Reports

Over the work program period, IDEV produced annual reports for 2021, 2022 and 2023, detailing all the evaluation products, knowledge management and capacity development activities carried out. These reports are each complemented by a webpage, a highlight, and an animation video, and disseminated to all the relevant stakeholders both inside and outside of the Bank. The 2021 report was themed [Evidence for a Stronger Bank](#); 2022: [Adding Value to the Bank’s Work](#); 2023: [Leveraging evaluative knowledge for greater development effectiveness](#).

## 3.3 Evaluation Capacity Development and Partnerships

**Internally**, IDEV undertook evaluation capacity development efforts aimed at enhancing and advancing a culture of evaluation within the Bank by: (i) engaging stakeholders throughout the cycle of each evaluation; (ii) raising the quality of self-evaluation through PCR and XSR validation; (iii) sharing lessons from evaluations and ensuring they are applied; (iv) supporting staff capacity through knowledge and skills development; and (v) supporting the evaluability of Bank interventions through early engagement. IDEV further strengthened the capacities of its own and other Bank staff via targeted training, webinars, and other learning events on a variety of evaluation methodologies and practices. It adapted to the needs identified, mainly in terms of the growing availability and use of data and technology, by organizing a series of trainings on Leveraging Digital Technologies in Evaluation. Other training courses undertaken over the work program period include rapid evaluation methods, remote data collection, communication and reporting of evaluations, project management, complexity in evaluations, and intergenerational communications.

**Externally**, IDEV collaborates with various stakeholders at the national, regional and global levels to promote both the supply of and demand for evaluations, making sure the contextual factors of African countries are taken into consideration to achieve optimal impact. Such collaboration seeks to learn from partners’ proven approaches and aims to better harmonize evaluation objectives, procedures, and practices. Over the work program period, IDEV contributed to strengthening capacity and an evaluation culture in RMCs through initiatives such as the [African Parliamentarians’ Network on Development Evaluation \(APNODE\)](#), continuing to host its Secretariat and organizing its Annual General Meeting. IDEV’s support to APNODE has strengthened the skills and competencies of APNODE members and other parliamentarians to demand and utilize evaluation. IDEV also supported the participation of parliamentarians and emerging evaluators at the *Forum International Francophone de l’Évaluation* (FIFE 2023) and contributed to a regional roundtable themed “*Evaluation as a tool for public policy embeddedness in the West Africa Economic and Monetary Union region: state of art and perspectives*”.

Further, IDEV supports the Evaluation Platform for African Development Institutions (EPRADI), a bilingual mutual learning hub with an integrated Community of Practice, that aims to enhance the quality of evaluations and evaluation best practices in member institutions. In 2023, IDEV supported the needs assessment of seven EPRADI members in building their institutional capacity in evaluation. IDEV also continued its support for strengthening national monitoring and evaluation systems via its participation in [Twende Mbele](#), a South-South peer learning partnership on monitoring and evaluation (M&E) among six African governments (Benin, Ghana, Kenya, Niger, Uganda, and South Africa).

IDEV staff participated in the inaugural National Evaluation Conference in Mozambique and the 2023 and 2024 Tanzania Monitoring, Evaluation and Learning Weeks. IDEV also took part in the 11<sup>th</sup> African Evaluation Association (AfrEA) conference in Kigali, Rwanda, to share through a [session](#) what lessons learned from evaluations have taught the AfDB about advancing sustainable agriculture, climate resilience and renewable energy in Africa.



Acknowledging the strong demand for evaluation capacity development by RMCs, IDEV continued to invest in strengthening existing partnerships in this area, among others with EvalPartners, the GEI, CLEAR, UN-Women, the United Nations Children's Education Fund (UNICEF), the United Nations Development Programme (UNDP) and the *Réseau Francophone de l'Évaluation*, while seeking new relationships with others such as the United States Agency for International Development.

In 2023, IDEV fulfilled the rotating chairmanship of the Evaluation Cooperation Group (ECG) of independent evaluation offices of International Financial Institutions. The ECG is a platform through which IDEV collaborates with other independent evaluation offices to harmonize and strengthen the use of evaluations across all facets of multilateral assistance. IDEV prepared and organized two in-person meetings in Abidjan, as well as online exchanges and webinars, among others.

### 3.4 Challenges Faced by IDEV in Implementing its 2022-2024 Work Program

IDEV faced the following challenges in implementing its work program.

**A continued backlog of evaluations and heavy workload for staff.** The long delays to evaluations incurred during the COVID-19 pandemic, which had a profound effect on the 2020 and 2021 work programs, continued to spill over into the 2022-2024 work program. Inability to clear the backlog (currently, 18 evaluations are ongoing, with 3 more due to start by the end of 2024) has led to a heavy workload for IDEV staff and had a domino effect by delaying the start of a number of 2022, 2023 and 2024 evaluations. The hiring of consultants to temporarily bring extra manpower to reduce the backlog has unfortunately not had the desired effect due to lengthy competitive procurement processes, delayed delivery, and insufficient quality of delivery, which required extra efforts on the part of IDEV staff and management to bring evaluations to the expected level of quality. At the same time, we have noticed that the fees charged by consultants specialized in evaluation-type work are steadily rising, even when using international competitive bidding, and that they regularly request fees beyond the Bank's remuneration scale for consultants, citing the fees paid by other MDBs and development agencies. We conclude that temporary consultants are not the right solution and that IDEV rather requires regular staff who can task manage and support these evaluations on a permanent basis. In addition, locally recruited staff can be less costly than international consultants, thus offering opportunities for cost savings.

**Delayed feedback from stakeholders, peer reviewers and reference group members:** there have been challenges in obtaining timely feedback from internal and external peer reviewers, evaluation reference group members, and other stakeholders during the conduct of evaluations and the review of evaluation products. This has delayed the delivery of a number of evaluations, as IDEV can only move evaluations forward so far without adequate feedback and quality control and is thus required to wait for sufficient feedback.

**Delays in obtaining mission clearance from RMCs.** Despite the tremendous support from the Bank's country offices, IDEV encountered delays in obtaining evaluation mission clearance from some RMCs. This created delays in undertaking data collection efforts which in turn affected the timely delivery of evaluation products. In addition, availability of some key government stakeholders has been one of the challenges in RMCs.

## 4. IDEV STRATEGIC DIRECTIONS FOR 2025-2027

In the 2025-2027 work program period, IDEV will continue to pursue its three core objectives as set out in the Independent Evaluation Policy:

- Contribute to enhanced learning in the Bank and regional member countries to improve current and future policies, strategies, programs, projects, and processes.
- Provide a basis for accountability to the public and to member countries by documenting the use and results of the Bank Group's assistance.

- Promote an evaluation culture in the Bank and regional member countries to encourage a focus on development results, learning, and continuous quality improvement.

It will continue to apply the Policy's four guiding principles: (i) independence; (ii) credibility, impartiality, and transparency; (iii) usefulness; and (iv) partnership, which are in line with international norms and standards for development evaluation, including the DAC Principles for Evaluation of Development Assistance and the Good Practice Standards of the ECG. In addition, IDEV will continue its regular consultation and briefing of Bank Senior Management and the Board, practice enhanced stakeholder engagement throughout the evaluation process, and strengthen knowledge sharing.

IDEV will focus independent evaluations on interventions aligned with the Bank's Ten-Year Strategy and its commitments under general capital increases and ADF replenishments. It will also focus independent evaluations there where a gap in evaluative knowledge exists. It will ensure that its staff have the necessary technical capacity to undertake different types of evaluations. IDEV will increase the utility of independent evaluations and shift its focus from knowledge generation to knowledge use, i.e. incorporating knowledge from independent evaluations to inform policies, strategies/action plans, operations, and processes. Finally, IDEV will proactively provide targeted evaluative knowledge to the Bank and its RMCs and continue to promote a culture of evaluation and results.

IDEV intends to pursue the following key goals over the 2025-2027 period: (i) meeting evaluative knowledge needs; (ii) achieving the right balance in IDEV's product mix; (iii) enhancing the quality and credibility of evaluation work to deepen impact; and (iv) strengthening the utilization of evaluations through knowledge, outreach, evaluation capacity development and the quality of interactions with stakeholders.

#### **4.1 Meeting evaluative knowledge needs**

IDEV will continue to deliver evaluations that align with the Bank's TYS 2024-2033 and GCI and ADF commitments. In addition, it will focus its evaluations on where a gap in evaluative knowledge exists. With more than 120 evaluations delivered over the past 10 years, IDEV has a substantial body of evaluative knowledge to make use of, in addition to evaluations, research and analytical work done the world over by other development agencies, academia, think tanks and others. IDEV evaluations therefore start with an evidence gap analysis, to focus efforts on areas where evidence is weak or missing.

A wide range of stakeholders was consulted for the preparation of this work program proposal (see chapter 5), leading to the variety of topics proposed for evaluation over the 2025-2027 period. For each topic mentioned, IDEV will examine to what extent there is need to generate new evaluative knowledge, and which knowledge needs can be met on the basis of existing material. In the implementation of the work program, IDEV will continue to strongly engage with stakeholders throughout the evaluation cycle to meet their knowledge needs. Early in each evaluation process, a stakeholder mapping will be conducted to identify key target audiences and an assessment of their knowledge needs will be carried out. During the evaluation process, tailored knowledge and communications products will help to respond to stakeholders' questions.

#### **4.2 Finetuning IDEV's product mix to achieve the right balance**

Over the past 10 years, IDEV has been adjusting and adapting its product mix to better serve the Bank. In response to preferences expressed by the Bank's Management and Board of Directors, it first increased the focus on higher-level (sector, thematic, country, regional, and corporate) evaluations while reducing the number of stand-alone project-level evaluations. It also gave more attention to knowledge management, partnerships and evaluation capacity development. This shift in emphasis has been appreciated by evaluation stakeholders over the past three work program periods. In addition, IDEV has introduced new products, including impact evaluations, CSPEs, RISPEs, CSP Completion Report validations, RISP Completion Report validations, various knowledge and communication products, and the MARS system to track the implementation of evaluation recommendations. It has also repurposed existing evaluation products like project cluster evaluations and evaluation syntheses

to focus more strongly on drawing lessons from experience (rather than making recommendations) and to better support the objective of “contributing to enhanced learning”. Most recently, it introduced Rapid Evaluation, an approach designed to conduct an evaluation when time or resources are limited, to deliver evaluation findings quickly to inform decision-making. These new products and innovations have likewise generally been appreciated by stakeholders.

It is important to remain attuned to the needs of stakeholders to get the balance right in what we do. There is a strong demand for evidence on what works and what does not, for information on factors that have enabled or hampered success, and for lessons from past interventions to inform the design and implementation of new interventions. A number of Bank departments have also expressed a desire to engage with IDEV more regularly, beyond the ad hoc contact when a particular evaluation has been done, to ensure learning from evaluations on a continuous basis. IDEV therefore intends to follow the example of the independent evaluation offices of the AsDB and World Bank and to introduce **learning engagements** during the 2025-207 work program. These are structured programs of activities designed to help Bank staff and clients internalize and apply evaluative knowledge from the existing body of evidence. These demand-driven engagements will originate from operational needs and include portfolio analysis and evaluative methods. The structure will include interactive training and workshops such as capitalization workshops. They will be delivered at country, regional, and departmental levels. This shift aims to be more responsive to operational needs, moving away from previous supply-driven approaches. The learning needs will be identified through an annual planning process, allowing responsiveness to new demands.

### 4.3 Enhancing the quality and credibility of evaluation work

Although stakeholders like the Board of Directors and Bank Management consistently express appreciation for the quality and credibility of IDEV’s work, it is important to continuously seek out ways for further improvement to deepen the impact and influence of evaluations throughout the AfDB. Evaluations are complex and resource-intensive undertakings that require a multidisciplinary team with quantitative and qualitative skills 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 duration of each evaluation varies between 18 and 24 months depending on its scope and complexity.

IDEV has noticed that AfDB interventions are growing increasingly complex, expected to contribute to the Bank’s operational priorities and respond to global and regional challenges while mainstreaming an increasing number of cross-cutting issues, including women, young people, climate change, shocks, conflict, fragility, and governance, and ensuring respect for the Bank’s policies including its integrated safeguards system. The implication is that when evaluating such a development intervention, evaluators must examine all these issues to provide a comprehensive assessment. This widens the scope of evaluations and, consequently, their human and financial resource requirements. Also, a stronger focus on the utility and use of evaluations, knowledge sharing, outreach and stakeholder engagement leads to greater evaluation influence, but also requires a greater investment of time and effort on the part of IDEV staff.

Having learned from the previous two work program periods, IDEV intends to maintain a mix of face-to-face and remote methods of data collection, and to harness the increase in the number and types of data sources and the rapid advances in technologies mentioned in the Context chapter. The increased access to tools to broaden the kinds of data that can be collected and to the power of data mining, Artificial Intelligence and predictive analytics should enable evaluators to efficiently collect and analyze data, so that they can apply their professional expertise in the design, conduct and interpretation of the meaning and significance of the data and the analysis. The use of geospatial data and data remotely collected (such as through the Bank’s RASME) will help in collecting data on projects and areas that are hard to reach, such as those in conflict or unstable zones.

IDEV has organized a series of trainings for its staff on Leveraging Digital Technologies in Evaluation, covering topics such as big data, geospatial data, social media data, data analytics, machine learning and Artificial Intelligence. It has institutionalized the use of these technologies and combines qualitative and quantitative methods to assess the socioeconomic benefits of the Bank’s interventions. IDEV has

engaged a Data Scientist to support evaluation teams in making use of these technologies in the evaluations they conduct. Geospatial analysis is now an integral part of most evaluations, as are case studies. The investments in these technologies come with a cost but are expected to further enhance the quality and credibility of IDEV's evaluations.

#### **4.4 Strengthening the utilization of evaluations**

Over the 2025-2027 work program period, both Bank Management and IDEV will continue to strengthen the evaluation culture within the Bank. Collaboration has been reinforced, with recent efforts being focused on deepening communication with operations departments and tailoring activities to specific country contexts. IDEV will continue to strengthen its efforts to promote learning from evaluations and to enhance the feedback loop by which evaluative knowledge informs new policies, strategies/action plans, processes, and operations. For example, it has created a task team to go through the new TYS and identify existing evidence on the operational priority areas and cross-cutting issues. This evidence will be collated and shared in a format that is useful to the various teams across the Bank who are developing action plans to operationalize the new TYS.

Greater attention to evaluative knowledge needs from the start of an evaluation and throughout the process, as set out above, should help to increase buy-in and ownership of the evaluation results by the Bank departments and offices expected to use them. Building on the positive experiences with capitalization workshops mentioned previously, dissemination of the final evaluation findings, lessons and recommendations will as much as possible take place in collaboration with stakeholders, such as the relevant Bank departments and regional and country offices. Knowledge events like brown bag sessions and panel discussions will be used to disseminate evaluation findings within the Bank and externally. IDEV will also continue to engage with the users of the evaluation to ensure that evaluation knowledge is well incorporated and addressed in new Bank policies, strategies/action plans, frameworks, and operations. Feedback will be sought from stakeholders on the quality and usefulness of IDEV's evaluation, knowledge and communication products and activities, and its outreach efforts. This feedback will be used to make any necessary adjustments over the course of the work program.

### **5. WORK PROGRAM PROPOSAL 2025-2027**

#### **5.1 Introduction**

The 2025-2027 work program, like the previous ones, seeks to operationalize the three objectives of the evaluation function as stated in the Independent Evaluation Policy: accountability, learning, and promoting an evaluation culture. In addition, IDEV emphasizes stakeholder engagement and the utility of evaluations. The work program ensures IDEV's alignment with the priorities of the Bank's new TYS 2024-2033. It responds to the needs of key stakeholders and potential users and will focus more strongly on the use of evaluations. Building on the 2022-2024 Work Program, IDEV will focus on the following activities:

- Higher level evaluations (country & regional, thematic, sector, and corporate evaluations) will continue to be a key area of work.
- The project level will be addressed through impact evaluations and project cluster evaluations, which are focused on learning and/or on supporting higher level evaluations.
- Evaluation syntheses will increasingly be employed there where sufficient evaluative knowledge already exists to meet stakeholders' knowledge needs.
- PCR and XSR validations will be delivered in a timely manner to ensure that they: (i) inform higher-level evaluations as building blocks; (ii) support accountability; and (iii) provide credible information on development results.

- A mix of methodological approaches which include traditional approaches, application of modern technology in the conduct of evaluations, and Rapid Evaluation methodology will be used.
- Learning engagements will be introduced to meet the needs of Bank departments and complexes for learning from evaluations in a more structured manner over a set period of time.
- Evaluation stakeholders will be identified and engaged throughout the evaluation process.
- Knowledge management, dissemination and outreach activities will be strategically planned and sequenced. This will optimize the use of evaluation findings to support learning and decision making within the Bank (operations, strategic and policy-making functions, corporate services), accountability to shareholders, and learning for RMCs and other development partners.
- Evaluation capacities and systems, partnerships, and the evaluation culture within the Bank and RMCs will continue to be strengthened.

## 5.2 Planning Approach

The development of this Work Program followed a systematic two-phase approach.

**Phase I** encompassed desk review and stakeholder consultations to develop a long list of potential evaluations.

**Phase II** sought to prioritize evaluations from the list generated in phase I based on six key criteria, namely timeliness and opportunity, stakeholder demand and interest, evidence gap, alignment with TYS 2024-2033 priorities, potential for influence, and significance. This led to the generation of three budgeted scenarios designated as low, base, and high.

### PHASE I - DESK REVIEW AND CONSULTATIONS

In the first phase, IDEV identified a high number of potential evaluations based on document review and on consultations within IDEV, with Bank complexes, and an external stakeholder survey.

**Desk review:** this involved a thorough review of all relevant Bank documents, including the IDEV 2022-2024 Work Program and its 2023 and 2024 updates, the Independent Evaluation Policy, IDEV 2022 and 2023 Annual Reports, Bank work program, and various Bank policies and strategies. A list of potential evaluations was drawn up based on (i) priorities identified in the new TYS; (ii) potential to inform the development of new Bank and country/regional policies, strategies/action plans, and processes; and (iii) evaluations carried over from the 2022-2024 Work Program.

#### Carry-over evaluations

CODE members may recall that during the discussion on IDEV's 2024 work program, CODE considered three requests for additional evaluations that had been received over the year, and decided as follows<sup>5</sup>:

- (i) Request for an evaluation of the 2014 Amended Credit Policy: to be considered in the 2025-2027 work program;
- (ii) Request for an evaluation of the Nigeria Trust Fund (NTF): to be included in the 2024 work program instead of the Evaluation of the Bank's External Communication; the latter to be re-considered in the 2025-2027 work program;
- (iii) Request for an evaluation of Governance Institutional Support Projects in Zimbabwe: to be included in the 2024 work program instead of the Cluster Evaluation of Bank-funded Projects to support RMCs in the area of Climate Change; the latter to be re-considered in the 2025-2027 work program.

Likewise, during the discussion on IDEV's 2023 work program, CODE also considered three requests for additional evaluations: an evaluation of the Disclosure and Access to Information (DAI) Policy<sup>6</sup>, an

<sup>5</sup> ADB/BD/WP/2023/206/Add.1/Approved

<sup>6</sup> ECAM/CODE meeting of 7 June 2022: ADB/BD/ECAM/CODE/2022/01 and ADB/BD/WP/2022/87/Rev.2, Implementation Review of the DAI Policy 2012-2021, Recommendation 7 and Action Plan

evaluation of the relevance and quality of the Bank Group Annual Reports<sup>7</sup>, and an evaluation of Board Effectiveness<sup>8</sup>. CODE recommended to include these in the next three-year Work Program (2025-2027)<sup>9</sup>. The request for an evaluation of the DAI Policy was repeated at the CODE meeting of 27 March 2024<sup>10</sup>.

Finally, the following requests for evaluations were made in other Committee or Board meetings or documents:

- Evaluation of new Trade Finance Transaction Guarantee product approved in October 2020, to be conducted 2 to 3 years after implementation (CODE meeting 19 June 2020, Board meeting 14 October 2020); evaluation of the Trade Finance Line of Credit and Transaction Guarantee instrument (Board meeting 30 September 2022, ADB/BD/SD/2022/1289/HL);
- Evaluation of the Executive Board Capacity Development Framework “The Learning Board” (ADB/BD/WP/2022/95/Rev.1/Approved<sup>11</sup>, approved by the Board 13 July 2022).

These various evaluations have been duly considered in the longlisting and prioritization process.

**Consultations/discussions with IDEV:** A two-day IDEV staff meeting was organized. The staff consultations focused on lessons drawn from the 2022-2024 work program and how to apply these lessons in the preparation and implementation of the 2025-2027 work program, as well as IDEV staff suggestions on evaluations to be included in the work program.

**Bank-wide and external stakeholder consultations:** The other consultations were Bank-wide and involved meetings with members of CODE and Vice Presidents, Directors, Managers, Lead officers and other staff from nearly all Bank complexes, for their proposals on evaluations to be conducted. An online survey was also administered to external stakeholders in IDEV’s contacts database. Evaluation proposals and recommendations from all the consulted stakeholders were incorporated into the longlist prior to prioritization.

## PHASE II - SYSTEMATIC PRIORITY SETTING

The longlist of potential evaluations was subjected to a systematic priority setting exercise based on six key criteria to generate the most potentially useful/influential evaluation topics for the IDEV 2025-2027 Work Program. The priority setting criteria are presented below; a five-point priority scale (very high, high, medium, low, very low) was used for each.

1. **Timeliness and opportunity:** the timeliness of the evaluation for its contribution to be useful to key decisions / discussions of Bank stakeholders – change / design / implementation of interventions, including policies, strategies, directives, guidelines, programs, and processes - as well as the extent to which it is opportune to undertake/deliver an evaluation of the topic at that point in time.
2. **Stakeholder demand and interest:** the level of interest expressed by the primary stakeholders (Board/CODE, Senior Management, staff and external stakeholders). These interests were revealed during the consultations on the evaluation topics. In defining a particular evaluation as being of very high, high, medium, low or very low interest, the priority given by the stakeholders was used, as well as the number of stakeholders that requested/expressed interest in the topic.
3. **Evidence gap:** Identification of AfDB activities that may be a priority for assessment because the Bank faces an information “gap” that evaluation can help address. IDEV (and other

<sup>7</sup> ECAM meeting of 12 April 2022: ADB/BD/ECAM/2022/04

<sup>8</sup> Report from 2022 Board retreat: ADB/BD/IF/2022/95/Rev.1, Paragraph 5.5 and Annex 4.1.ix

<sup>9</sup> ADB/BD/CODE/2022/25

<sup>10</sup> ADB/BD/CODE/2024/06

<sup>11</sup> Par. 133: The Independent Development Evaluation (IDEV) Department will be invited to include in its work program (to be approved by the Board) an independent evaluation of the Framework after 5 years of implementation to ensure that there are sufficient and reliable data points from which an effective assessment can be conducted. The evaluation will, among others, assess the relevance of the Framework against its set and intended objectives, principles, methods, instruments, and implementation mechanisms as well as evaluate the relevance and impact of the various capacity development interventions and initiatives; identify best practices from sister institutions and make concrete recommendations on how to improve the Framework for optimum impact; and take a fresh look at the capacity adopted by the board for the self-evaluation process.

development partners) have conducted many evaluations already, which has contributed to an abundance of knowledge in some areas. Recognizing that the Bank has limited resources, is imperative to focus on those areas where a gap in knowledge exists.

4. **Alignment with TYS 2024-2033 priorities:** The proposed evaluations were scrutinized for alignment to the TYS priorities (Highly aligned, Aligned, Moderately aligned, Unaligned and Highly unaligned). These are: Scaling Up and Accelerating the High 5s (Light Up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the quality of life for the people of Africa); Cross-Cutting Priorities (Promote gender equality, Invest in young people, Respond to climate change and invest in climate action, Build resilience to shocks, conflict, and fragility, and Strengthen economic governance); Tackling Global and Regional Challenges; Promoting Private-Sector Solutions; Increasing Finance for Africa; and Boosting The Bank's Impact.
5. **Potential for influence:** This refers to assessing the extent to which the proposed evaluation is likely to have a significant influence or is likely to impact on the Bank's decisions on relevant interventions in the future (Very likely, Likely, Neutral, Unlikely, Very Unlikely).
6. **Significance:** The extent of the relevance or significance of the area of intervention to the Bank in terms of portfolio size (large or increasing or complexity), importance to its business or functioning, and/or innovation (including new or pilot initiatives), or a combination of these (Very high, High, Medium, Low, Very low).

Application of the criteria yielded a ranked list of the potential evaluations. Topics covered by evaluations conducted in the past three years were filtered out. These evaluations were conducted only recently, and it adds limited value to conduct similar evaluations when some of the recommendations have not yet been implemented. However, an evaluation of the same sector/theme/project can still be considered in situations where the focus is different – if the previous evaluation looked at processes and the new evaluation focuses on outcomes, for example. This is because lessons distilled in the two evaluations may be markedly different even though the evaluand is the same.

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 evaluations for each scenario in support of the key objectives of IDEV and the Bank. Some judgment was applied to ensure a balanced work program that responds to different needs. For example, the level of complexity of different types of evaluations (as referred to in Section 4.3) was taken into account, whereby thematic, sector, and impact evaluations were considered to be of High complexity; corporate, country and regional, and project cluster evaluations were considered to be of Medium complexity; and evaluation syntheses and comparative studies were considered to be of Low complexity.

To show the alignment with the TYS 2024-2033, the evaluations in each scenario have been presented in **workstreams** that correspond to chapters of the TYS: the High 5s<sup>12</sup>, Cross-cutting issues<sup>13</sup>, Promoting private sector solutions, and Boosting the Bank's impact. For each topic, the evaluation type has been indicatively mentioned in italics, but this is only an indication – the evaluation type will be determined on a case by case basis during the scoping phase of the evaluation, in consultation with the evaluation stakeholders, and in function of the evaluation questions and the evaluation knowledge needs to be met.

### 5.3 Three scenarios for IDEV's 2025-2027 work program

This proposal identifies three different scenarios for IDEV's 2025-2027 work program. These scenarios differ primarily by their level of ambition. They also differ by their extent of alignment to the Bank's knowledge needs and propose a different mix of products to achieve this contribution. Table 2 describes the main features of the three scenarios. Table 3 then presents the details of each scenario. Any

<sup>12</sup> **High 5s:** Light up and power Africa: Feed Africa: Industrialize Africa: Integrate Africa: Improve the quality of life of the people of Africa: Country and Regional evaluations.

<sup>13</sup> **Crosscutting issues:** promote gender equality; invest in young people; respond to climate change and invest in climate action; build resilience to shocks, conflict, and fragility; strengthen economic governance.

changes to the evaluations planned to be undertaken will be discussed with CODE during the annual work program update discussion. It is also important to note that IDEV remains open to taking on ad-hoc requests from Management or the Board, which sometimes leads to replacing or postponing some planned evaluations for later years.

**Table 2: Summary features of the three scenarios**

	<b>Low</b>	<b>Base</b>	<b>High</b>
<b>Focus</b>	Balance between accountability and learning Mapping to new TYS 2024-2033 Minimum ECD	Stronger focus on learning Mapping to new TYS 2024-2033 Focus on utility Medium ECD	Stronger focus on learning Mapping to new TYS 2024-2033 Focus on utility High ECD
<b>Evaluation Product Mix</b>	90% summative 10% formative PCR/XSR review and synthesis Focus on Low and Medium complexity evaluations	80% summative 20% formative PCR/XSR review and synthesis Low, Medium and High complexity evaluations	75% Summative 25% Formative PCR/XSR review and synthesis Low, Medium and High complexity evaluations
<b>ECD Product Mix</b>	Support to platforms	Support to platforms Support to countries Support to organizations	Support to platforms Support to countries Support to organizations

**Table 3: Detailed presentation of the three scenarios**

	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Total nr. of products</b>
<b>PCR &amp; XSR Validations</b>				
<b>Low</b>				
PCR Validation	Up to 65	Up to 65	Up to 65	
XSR Validation	Up to 15	Up to 15	Up to 15	
PCR/XSR Validation Synthesis Report		1		1
<b>Base</b>				
PCR Validation	Up to 70 (with 10% field visits)	Up to 70 (with 10% field visits)	Up to 70 (with 10% field visits)	
XSR Validation	Up to 20	Up to 20	Up to 20	
PCR/XSR Validation Synthesis Report		1		1
<b>High</b>				
PCR Validation	Up to 75 (with 20% field visits)	Up to 75 (with 20% field visits)	Up to 75 (with 20% field visits)	
XSR Validation	Up to 25	Up to 25	Up to 25	
PCR/XSR Validation Synthesis Report		1		1
<b>COUNTRY AND REGIONAL EVALUATIONS</b>				
<b>Low</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>
	Evaluation of the RISP for Southern Africa	DRC CSPE	Congo Republic CSPE	
	Validation of the CSP Completion Report of Burkina Faso or Guinea	Validation of the CSP Completion Report of Guinea-Bissau	Validation of the CSP Completion Report of Algeria	



	2025	2026	2027	Total nr. of products
<b>Base</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>9</b>
	Validation of the CSP Completion Report of Comoros <u>or</u> Seychelles	Ethiopia CSPE	Mozambique CSPE	
<b>High</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>12</b>
	Madagascar CSPE	Evaluation of the RISP for East Africa	Cameroon CSPE	
<b>SCALING UP AND ACCELERATING THE HIGH 5s: Light Up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, Improve the Quality of Life of the People of Africa</b>				
<b>Low</b>			<b>1</b>	<b>1</b>
			Evaluation of the Bank's support for industrialization <i>(thematic)</i>	
<b>Base</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>4</b>
	Evaluation of the Bank's support to private sector engagement in agriculture (with particular focus on SAPZs) <i>(thematic)</i>	Evaluation of the Bank's support to urban development <i>(thematic)</i>	Evaluation of the AfDB's Trade Finance program (including TF LoC and transaction guarantee product) <i>(thematic)</i>	
<b>High</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>7</b>
	Evaluation of the Bank's support for Financial Sector Development and financial inclusion <i>(sector/thematic)</i>	Evaluation Synthesis of Support for electricity connectivity and use <i>(synthesis)</i>	Evaluation of the Bank's support for regional transport corridors including trade facilitation <i>(project cluster)</i>	
<b>CROSS-CUTTING PRIORITIES: Promote gender equality, Invest in young people, Respond to climate change and invest in climate action, Build resilience to shocks, conflict and fragility, and Strengthen economic governance</b>				
<b>Low</b>		<b>1</b>		<b>1</b>
		Findings and lessons concerning Transition States <i>(synthesis and/or learning engagement)</i>		
<b>Base</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
	Evaluation of the Bank's support for women's empowerment and gender equality <i>(thematic)</i>	Impact evaluation of a Bank-funded skills development or TVET project <i>(impact)</i>	Evaluation of Bank-funded projects to support RMCs in the area of Climate Change <i>(project cluster)</i>	
<b>High</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>
			Findings and lessons concerning Small Island Developing States <u>or</u> MICs <i>(synthesis and/or learning engagement)</i>	

	2025	2026	2027	Total nr. of product s
<b>PROMOTING PRIVATE-SECTOR SOLUTIONS</b>				
<b>Low</b>				-
<b>Base</b>	1	1	1	3
	Learning Engagement on promoting private sector solutions	Evaluation of the Bank's support to SMEs (thematic)	Evaluation of the Bank's Guarantee Instruments (thematic)	
<b>High</b>	1	1	1	3
<b>BOOSTING THE BANK'S IMPACT</b>				
<b>Low</b>	1	1	1	3
	Evaluation of the Disclosure and Access to Information Policy (corporate)	Evaluation of the 2014 Amended Credit Policy (corporate)	Evaluation of the Cost Containment Framework (corporate)	
<b>Base</b>	2	2	2	6
	Evaluation of the Bank's Operations Procurement Framework (corporate)	Evaluation of efficiency of processes over the Bank's project cycle (process)	Evaluation of the Bank's External Communication (corporate)	
<b>High</b>	3	3	3	9
	Evaluation of risk management by the Bank (corporate)	Evaluation of Board Effectiveness (corporate)	Evaluation of the Executive Board Capacity Development Framework "The Learning Board" (corporate)	
			Evaluation of the organization and methods function in the Bank (corporate)	
<b>Sub Total</b>				
<b>Low</b>	3	5	4	12
<b>Base</b>	8	10	9	27
<b>High</b>	11	13	14	38
<b>Knowledge management/Dissemination/Outreach (same for all scenarios)</b>				
Knowledge events	10	10	10	30
Evaluation matters	3	3	3	9
Evaluation week	0	1	0	1
IDEV annual report	1	1	1	3
MARS report	1	1	1	3
<b>Evaluation Capacity Development</b>				
Support to platforms (Low)	2	2	2	
Support to platforms (Base)	2	2	2	
Support to countries (Base)	6	7	8	
Support to organizations (Base)	1	1	1	
Support to platforms	2	2	2	

	2025	2026	2027	Total nr. of products
<b>(High)</b>				
Support to countries <b>(High)</b>	6	7	8	
Support to organizations <b>(High)</b>	2	2	2	

## 5.4 IDEV Evaluation Workstreams

The presentation of evaluations in the 2025-2027 Work Program differs from the past years. Rather than organizing evaluations by evaluation type, IDEV will structure its work program according to the key strategic priorities of the Bank as set out in the TYS 2024-2033, such that IDEV's evaluation workstreams are directly aligned with chapters of the new TYS. A brief indicative description of each evaluation in the base case scenario is included in Annex 1. The final scope, type and focus of the evaluation and the evaluation questions to be examined will be determined during the scoping phase of each evaluation. This section sets out the specific evaluations that are proposed to be started during the 2025-2027 period under the various workstreams. Each higher-level evaluation will cover all the policies, strategies, frameworks, action plans, operations (lending and non-lending) and activities related to the topic at hand.

### 5.4.1 PCR and XSR validations

IDEV will continue to conduct desk-based reviews of a substantial number of PCRs and XSRs each year for the next three years, increasing in each scenario. Field visits will be conducted for 10% of the PCRs in the base case scenario and for 20% in the high case scenario. The disconnect between ratings from self-evaluations and from the IDEV reviews will be closely monitored and reported in a synthesis report (produced every two years) which will also draw out lessons from the PCRs and XSRs validated in those years. IDEV will also include the PCRs and XSRs and their validation notes in the Evaluation Results Database to increase the credibility and transparency of the validation process, and also inform the ADER.

### 5.4.2 Country and Regional Evaluations

Country and Regional Integration Strategy and Program Evaluations (CSPEs/RISPEs) assess the evolution of the AfDB's support to a client country or region over a period of about 10 years, and the extent to which the Bank has adapted its support to changing circumstances, shocks, evolving country priorities, and learning from experience. IDEV aims to start three CSPEs/RISPEs per year in the base case scenario. The list of CSPEs and RISPEs proposed to be included in the IDEV 2025-2027 Work Program was determined in consultation with the Office of the Vice President, Regional Development, Integration & Business Delivery, in function of when current CSPs and RISPs are coming to an end and which would benefit from an evaluation.

### 5.4.3 The High 5 Priorities

The mission of the Bank adopted 60 years ago remains relevant – to promote the sustainable economic development and social progress of RMCs, both individually and jointly. Meeting the needs of RMCs in line with the SDGs and Agenda 2063 remains the Bank's core focus. The Bank's primary contribution to this vision and mission is through its High 5 operational priorities, which combine the critical priorities outlined by African countries with the Bank's core strengths as a partner in delivering high-quality, transformative investment projects and programs. The High 5 priorities that form the main focus of this workstream, and the corresponding evaluations proposed, are summarized below.

**Light Up and Power Africa:** The main goal of the Bank is to accelerate progress towards universal electricity access for Africa through a clean energy revolution. Building on the delivery of three energy-

related evaluations in recent years, IDEV plans to undertake an evaluation synthesis of support for electricity connectivity and use in the high case scenario.

**Feed Africa:** The Bank's focus is to strengthen food security for Africa through a transformation of African agriculture. Building on its recent evaluation of the TAAT Program and synthesis on agriculture and agribusiness growth and productivity, and also with a view to the workstream Promoting Private Sector Solutions, IDEV plans to conduct an evaluation of Bank's support to private sector engagement in agriculture, with a particular focus on Special Agro-industrial Processing Zones (SAPZs), in the base case scenario.

**Industrialize Africa:** The Bank aims to establish Africa's manufacturing sector as an engine of job creation. IDEV plans to conduct an evaluation of the Bank's support to industrialization in 2027 in the low case scenario.

**Integrate Africa:** The Bank's main goal is to promote the free movement of goods, finance, and people, and build regional value chains as the foundation for a more productive African economy. IDEV will undertake an evaluation of the AfDB's Trade Finance program (including trade finance lines of credit and transaction guarantees) in the base case scenario, to be complemented by an evaluation of the Bank's support for regional transport corridors including trade facilitation (which would build on the currently ongoing evaluations of the Bank's support for the Transport Sector and of the Regional Integration Framework) in the high case scenario.

**Improve the quality of life for the people of Africa:** This High 5 focuses on enhancing the living standards of Africans and supporting them - especially women and young people - to fulfil their potential. IDEV plans to conduct an evaluation of the Bank's support to urban development in the base case scenario, and an evaluation of its support for Financial Sector Development and financial inclusion in the high case scenario.

#### 5.4.4 Cross Cutting Priorities

The transformative potential of the High 5s rests on investing in a set of crucial priorities that can unlock the full benefits of the Bank's Strategy for all Africa's people. The TYS identified five cross-cutting issues, which evaluations will support as follows.

**Promote gender equality:** Across all its activities, the Bank will strive to close Africa's inequality gaps, including equipping and investing in women to achieve their full potential and contribute to sustainable growth and prosperous societies. IDEV proposes to conduct an evaluation of Bank's support for women's empowerment and gender equality in the base case scenario, which will cover the implementation of the Gender Policy and Gender Strategy, tools like the Gender Marker System, and various initiatives such as AFAWA.

**Invest in young people:** Young people are Africa's greatest asset. The Bank will support governments to improve the quality of life of young people with a focus on developing the skills they need to succeed in today's job market. IDEV plans to conduct an impact evaluation of a Bank-funded skills development or TVET project in 2026 in the base case scenario.

**Respond to climate change and invest in climate action:** The Bank will support African countries as they adapt to the accelerating impacts of climate change while following low-carbon development trajectories in line with the Paris Agreement and protecting biodiversity, the environment, and nature. Five years after the implementation of the Bank's new Climate Change Policy, Strategy and Action Plan, IDEV will conduct an evaluation of Bank-funded projects to support RMCs in the area of Climate Change in the base case scenario.

**Build resilience to shocks, conflict, and fragility:** Amid rising shocks, conflict, fragility and political instability, the Bank will intensify its efforts to support countries adversely affected by fragility, with a strong focus on tackling cross-border challenges and reducing the isolation of landlocked and remote areas. With the Bank Group's Strategy for Addressing Fragility and Building Resilience in Africa coming to an end in 2026, IDEV plans to conduct an evaluation synthesis and/or a learning engagement on findings and lessons from engagement in transition states that year, to inform future interventions. In the high case scenario, such a synthesis and/or learning engagement will also be conducted for findings

and lessons from engagement with Small Island Developing States or Middle Income Countries, in 2027.

**Strengthen economic governance:** The Bank will work with African countries to support the development and delivery of governance. The focus is on economic governance, including domestic resource mobilization, strong public expenditure and financial management frameworks, transparency, accountability and anti-corruption measures, and sustainable management of debt. No new evaluation has been planned in this area given the number of relevant evaluations which are either recently completed, ongoing, or to be started under the 2022-2024 Work Program. The evaluation synthesis on Public Financial Management has recently been completed; the evaluation of Governance Institutional Support Projects in Zimbabwe and the evaluation of the Implementation of the Multidimensional Debt Action Plan (2021-2023) are ongoing; and the evaluation synthesis of Technical Assistance is due to start.

#### **5.4.5 Promoting Private Sector Solutions**

The private sector will be at the heart of the Bank's work. Over the next decade the Bank will substantially scale up and deploy its public and private sector operations in complementary ways, to deepen its impact. These will involve creating the enabling environment and critical infrastructure needed for a healthy private sector, while investing in promising firms, value chains and micro, small and medium-sized enterprises (MSMEs), particularly those that are led by women and youth. Given the importance of this workstream, IDEV plans to conduct a Learning Engagement on promoting private sector solutions in 2025, an evaluation of the Bank's support for SMEs in 2026, and an evaluation of the Bank's Guarantee Instruments in 2027, in the base case scenario.

#### **5.4.6 Boosting the Bank's Impact**

Corporate evaluations will continue to be significant tools to enhance the overall efficiency and effectiveness of the Bank. IDEV plans to conduct two evaluations per year in the base case scenario. Evaluations planned include those of the Disclosure and Access to Information Policy, Amended Credit Policy, Cost Containment Framework, Procurement Framework for Operations, the efficiency of processes over the Bank's project cycle, and the Bank's external communication. In the high case scenario, IDEV will undertake one additional corporate evaluation per year, of the Bank's risk management, Board Effectiveness, the Executive Board Capacity Development Framework, and the Bank's organization and methods function.

In addition to conducting and delivering independent evaluations, IDEV will continue to support other Bank departments with its knowledge of evaluation methods and related expertise. This includes, among others, providing technical support to departments that are undertaking or commissioning a self-evaluation or external evaluation; providing evaluative knowledge as input to Bank documents; contributing to OpsCom and SMCC discussions; advising on the evaluability of policies, strategies, frameworks and action plans (with an appropriate theory of change and results framework); and reviewing documents to check that evaluation findings, lessons and recommendations have been appropriately taken into account.

### **5.5. Knowledge Management, Dissemination and Outreach**

IDEV has made efforts in recent years to ensure that stakeholder engagement, knowledge sharing, and communication are integral parts of each IDEV evaluation and will continue to do so in the 2025-2027 Work Program. There will be greater attention to being responsive to stakeholders, knowledge sharing, learning and use of evaluations' will among other activities:

- Continue to publish all evaluations on its website and distribute electronic copies.
- Continue to identify and develop innovative knowledge products emanating from its evaluations, including briefs and highlights, lessons notes, infographics, videos, etc.

- Further develop the knowledge-sharing infrastructure and clearly define communications and knowledge sharing processes to ensure effective management and sharing of evaluation knowledge.
- Generate comprehensive and tailored evaluative knowledge for various stakeholders to address their specific knowledge needs i.e. Bank Management, operations teams, and RMCs,
- Keep the EVRD up to date with evaluation results and produce one MARS report every year.
- Organize internal Bank as well as regional dissemination, outreach, and knowledge events (both physical and virtual) to promote learning from evaluations by the Bank, RMCs, and development partners, and support an evaluation culture in the Bank and in RMCs. In addition to evaluation level events (such as capitalization workshops for project cluster evaluations), this will also include the biennial Evaluation Week.
- Continue publishing the knowledge magazine eVALUation Matters three times a year.
- Contribute to evaluation and knowledge events organized by others, such as the biennial AfrEA conference.

IDEV emphasizes the need for engagement with evaluation stakeholders such as policy and operations departments, AfDB regional and country offices, local and national authorities, beneficiaries of AfDB interventions, civil society, and the wider development community. IDEV has initiated several steps to strengthen engagement with relevant stakeholders from the beginning and throughout the evaluation process, to ensure that the evaluation responds to their questions and is designed and conducted to meet their knowledge needs. At the design stage of each evaluation, a stakeholder mapping is drawn up and a knowledge needs assessment is conducted, informing a stakeholder engagement strategy that is implemented during the evaluation process. After the evaluation has been delivered, IDEV disseminates it through appropriate channels and continues to engage with the users of the evaluation to ensure that evaluation findings, lessons and recommendations are well incorporated and addressed in new Bank policies, strategies, frameworks, action plans, etc., but also to promote that borrowers and other partners take them into account in supporting the Bank's operations in RMCs.

## 5.6 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. To this end, IDEV will continue to work with and support evaluation platforms, RMCs, and organizations. IDEV will continue to support (over the next three years) the platforms that it helped to create, **APNODE** and **EPRADI**, with a primary focus on strengthening their membership and footprint, while promoting the visibility, branding, and impact of these initiatives.

Under the 2025-2027 work program, IDEV will continue to support the development of countries' national monitoring and evaluation systems through **Twende Mbele**, the country-owned and country-driven South-South partnership among the governments of Benin, Ghana, Kenya, Niger, South Africa, and Uganda. Over the work program period, Twende Mbele is expected to expand its membership to two or three additional countries. Other engagements to strengthen individual and institutional evaluation capacities and the enabling environment for evaluation, with organizations such as **EvalPartners** and the **GEI**, will be further strengthened and expanded. IDEV currently serves on the Executive Committee of EvalPartners and is an Associate Partner of the GEI. Additional support will be extended to EvalPartners in the base case scenario and to the GEI in the high case scenario.

To achieve its objectives, IDEV will not only strengthen existing alliances, but will also seek to develop new strategic partnerships. Collaboration with **AfrEA** and other professional evaluation associations (including national Voluntary Organizations for Professional Evaluation, VOPEs), the **CLEAR centers for Anglophone, Francophone and Lusophone Africa**, and UN agencies like UNICEF, UN-Women and UNDP will be scaled up to mutually advance institutions' evaluation capacity development mandates. Exploratory conversations which have started with bilateral organizations will also be pursued. IDEV's support for and contributions to the various partners and partnerships mentioned above, as well as new partnership opportunities that may arise over the course of the work program

period, will take various forms: human, technical, knowledge, in-kind and financial support (the latter in the form of sponsorships and contributions not exceeding UA 120,000 per year).

Internally, IDEV will develop and implement a program of trainings to give its staff the skills it needs to implement this work program. It will continue to improve the scope and depth of its webinars, trainings, and learning events to develop staff skills and competencies – in the process strengthening the culture of evaluation and empowering colleagues with fresh insights and new knowledge. This will ultimately help make the team more effective and efficient in its delivery of the IDEV mandate.

## **5.7 Ensuring the Quality and Utility of Evaluations**

As in previous years, IDEV will endeavor to undertake evaluations in accordance with the international evaluation good practice standards to ensure the quality and usefulness of its products and services. This includes the use of internal and external peer reviews, and stakeholder engagement.

IDEV has designed several processes to ensure the quality of its evaluations. Firstly, there is greater involvement of operations staff and other stakeholders in evaluation reference groups. These groups are set up for each evaluation to review the accuracy and quality of various products throughout the evaluation process. The reference group ensures that evaluations take into consideration the views and information needed by the evaluation stakeholders and that factual errors are corrected. It verifies that evaluation findings and conclusions are based on sound evidence and that recommendations flow forth logically from them. Stronger participation of evaluation stakeholders not only improves the quality but also the utility of the evaluation through stronger ownership, adoption, and implementation of IDEV recommendations.

Secondly, evaluations will continue to be reviewed by both internal and external experts. The use of the reviewers is a mandatory step in the process of producing an evaluation to ensure its quality. In addition, the standard evaluation process has been codified, with an accompanying flowchart, to further clarify and harmonize evaluation practices across the department. Moreover, the peer review process at IDEV has been strengthened by utilizing standardized Terms of Reference, checklists, templates, and reporting formats. With the adoption of the revised international evaluation criteria in December 2019 and the accompanying guidance for their use now fully developed, IDEV has also updated its evaluation manual accordingly.

IDEV regularly harnesses new sources of data, tools, and techniques such as “big data” and geo-spatial data to enhance the quality and credibility of its existing evaluation and dissemination work. IDEV expects to combine the use of these approaches and traditional methods of data collection in the 2025-2027 work program. In response to the growing availability and use of data and technology as a change in the context for evaluation, and as a driver of change for independent evaluation at the AfDB, IDEV organized a series of trainings on Leveraging Digital Technology in 2024. IDEV has also engaged the services of a data scientist who will support the department to effectively leverage digital technologies (big data, blockchain, geo-spatial data, social media, Artificial Intelligence, Machine Learning, etc.) to enhance evaluation design, data collection, analysis, interpretation, reporting and dissemination.

National and regional consultants will be pivotal in supporting evaluation data collection as they may have easier access (through language, time-zone, and familiarity with the context) to non-international key informants, such as staff of governmental institutions, NGOs, and other stakeholders. IDEV will therefore strive to maintain a database of credible local consultants in RMCs to support evaluations, especially in the area of data collection. In addition, IDEV will build the capacity of these consultants to suit the changing context and methodological rigor required for generating credible evaluative information. It will ensure good briefing and team formation processes between international and national consultants in mixed teams, particularly as these are not likely to have worked together before, and a clear division of labor. The improvement of staff competencies through skills development, training, mentoring, and greater emphasis on teamwork within and across divisions will continue. The involvement of stakeholders throughout the evaluation process coupled with appropriate dissemination channels will further enhance the utility of the evaluations.

## 6. RESOURCE REQUIREMENTS

This section presents estimates of the budget and the human resource requirements for the three scenarios described above. IDEV has worked closely with its focal point in the Budget Department and its Human Resources Business Partner in developing this section.

Evaluations are complex and resource intensive undertakings that require a multidisciplinary team with quantitative and qualitative skills 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 duration of each evaluation varies between 18 and 24 months depending on its complexity.

IDEV pursues economy and efficiency in the use of its resources through coordination between the teams responsible for evaluations whose subject matter has elements in common or that interface. For example, in 2023-2024, the teams conducting the evaluations of HR 1 (recruitment, retention, performance management and career development), HR 2 (workforce planning and incentive structure), Decentralization, and the One Bank Approach worked closely together to ensure division of labor and minimize overlaps. The comparative study of MDB Operating Models (covering SO and NSO management, decentralization, and One Bank approaches) served as the benchmarking study for the latter two evaluations. Teams also coordinate in the choice of country case studies and the planning of missions to avoid overlap, undertaking joint missions where possible to not only save costs but also minimize the burden on the receiving country. In addition, for each set of case studies defined, the team and IDEV management consider which missions can be undertaken virtually and which require a physical mission. Since the COVID-19 pandemic, virtual missions have become much more common, especially if no project site visits are needed.

### 6.1 Budget estimates for the three scenarios

The budget estimates for the 2025-2027 Work Program are defined using the following assumptions:

- Direct costs as defined in the Bank's Program and Budget Document (PBD) include all costs directly under the control of the department, including consultancy, missions, meetings/events, short-term staff, hospitality, entertainment, and internal capacity building.
- Staff costs in Table 4 present the costs of both the existing positions in IDEV and the costs related to additional staffing required as expressed in Table 5. These costs follow the definition used in the PBD, which comprises salaries and benefits excluding the Staff Retirement Plan (which is budgeted for separately). Staff costs for the current positions are assumed to grow by 4.51% between 2024 and 2025. The figures for 2026 and 2027 will be adjusted once the Board has approved the budgets for those years.

The budget lines (Direct costs and Staff costs) have been arrived at through modelling techniques involving use of actual data. For example, consultancy costs have been determined on the basis of the actual fees paid to individual consultants (including external peer reviewers) and consultancy firms for the support they provided to various types of evaluations between 2022 and mid-2024; the same for the average costs of missions. The number of staff weeks spent on each type of evaluation by IDEV staff was estimated by analyzing historical Activity Time Recording System (ATRS) and Performance Management System (PMS) data coupled with interviews with staff. This data has been instrumental in estimating the staff gaps for the three scenarios (Table 5). The same technique was applied to estimate both the unit cost of evaluation products and the cost per unit related to knowledge management, dissemination and outreach, and capacity building and partnership activities.

The exercise was conducted for the three case scenarios in Table 3 above, for each of the years 2025, 2026 and 2027. Table 4 presents the average of the three years (the actual amount will fluctuate from year to year - see Annex 2 for the details).

The envelope of resources for the 2025-2027 Work Program period amounts to **UA 8.50 million per year** on average in the base case, slightly higher than IDEV's budget in 2024 (Table 4), assuming a full staff complement. The main change is a shift in expenditure from consultancy to staff.



**Table 4: Overview of the average annual budget under the three proposed scenarios (UA million)**

Budget lines	2024 budget	Annual avg - Low	Annual - avg - Base	Annual avg - High
Direct Costs (consultancy, missions, meetings/events, etc.)	3.87	2.28	3.71	4.57
Staff costs: current staff complement	4.28 <sup>14</sup>	4.47	4.47	4.47
Staff costs: additional staff requested		-	0.32	1.03
<b>Total</b>	<b>8.15</b>	<b>6.76</b>	<b>8.50</b>	<b>10.07</b>

## 6.2 Human Resource Requirements for the three scenarios

IDEV has gradually internalized more of its evaluation work (for instance at the design phase and the summary evaluation report). This has allowed a reduced reliance on consulting firms, but in turn requires greater support from individual and junior consultants and research assistants/analysts. The increasing size and complexity of evaluations, including a more complex and volatile context for development interventions, greater selectivity (fewer but larger interventions), and a growing number of cross-cutting issues, requires IDEV to bring additional expertise into its evaluation teams. Going forward, looking at the priorities of the new TYS, in particular its strong focus on expanding the involvement of the private sector, points to a need to enhance knowledge and capacities in this area. Also, a stronger focus on the utility and use of evaluations, knowledge sharing, outreach and stakeholder engagement leads to greater evaluation influence, but also requires a greater investment of time and effort on the part of IDEV staff. IDEV has been receiving an increasing number of requests for knowledge sharing, training and technical assistance from RMCs and other agencies who want to strengthen their evaluation systems. Being responsive to these requests, as noted earlier, requires additional time and effort on the part of IDEV staff.

Over the 2025-2027 work program period, IDEV plans to enhance its support to monitoring and evaluation systems strengthening, support to professional evaluation associations such as VOPEs, support to knowledge tools and dissemination as well as facilitate platforms for knowledge sharing and collaboration. In addition, during the 2025-2027 IDEV Work Program consultations with Senior Management and CODE, there was a strong demand for undertaking knowledge/learning engagements. This need was based on the understanding that IDEV has conducted numerous evaluations over the past 10 years and many lessons have been generated. Consequently, IDEV should enhance engagement of stakeholders to capitalize more on this existing knowledge. This enhanced support to evaluation platforms, countries, and organizations/networks coupled with the need for leaning engagements with Bank complexes and CODE will require additional staff positions.

Table 5 below shows the staff gaps resulting from the staff workload estimation exercise for the three scenarios as described earlier, and the staffing implications of the base case scenario. The staffing gap can be filled through additional positions. Specifically, IDEV requests for **one Professional Level-3 position and four Local Professional-5 positions** to implement the base case scenario, with three of the positions to be added in 2025 and the remaining two in 2026. This request will also constitute IDEV's submission to the Bank-wide Strategic Staffing exercise.

The additional staff will take the place of consultants, and as a consequence, the consultancy budget will be decreased as compared to the current level. IDEV will however ensure an appropriate balance

<sup>14</sup> The 2024 PBD foresees an amount for IDEV staff costs of UA 3.99m. However, this only accounts for the staff **at post** at the time of the preparation of the PBD (end 2023). The vacant positions are not included. If we add the costs associated with the vacant positions, the total comes to UA 4.279m. The positions that were vacant at end 2023 have since been filled; IDEV currently has one vacant position that is at an advanced stage of recruitment.

between staff and consultants, and will continue to hire in subject matter expertise and particular skills there where they are lacking internally.

**Table 5: Staff gaps based on estimated staff workload associated with the three scenarios and the staffing implications of the base case scenario.**

Staff Gap (positions) by scenario and grade						
	PL3	PL4	PL5	PL6	LP5	GS6-8
Low	-	-	-	-	-	-
Base	1.5	0.4	0	-0.2	4.2	0.2
High	3	3.9	1.6	1.8	5.3	0.9
Staffing implications of the base case scenario						
Grade Level	Staffing 01/2024	FTE required	Gap	Comments		
PL3	4	5.5	1	1 PL3 level (Task Manager/Coordinator) missing		
PL4	13	13.4	-			
PL5	5	5	-			
PL6	8	7.8	-			
LP5	0	4.2	4	4 LP5 level (Officer) missing		
GS8-6	8	8.2	-			

## 7. ISSUES FOR BOARD CONSIDERATION

CODE considered IDEV's draft work program proposal for 2025-2027 (ADB/BD/WP/2024/171) at its meeting of 24 September 2024. The guidance received was incorporated in a revised proposal (ADB/BD/WP/2024/171/Rev.1), which was discussed by CODE on 6 November 2024. At that meeting, CODE endorsed IDEV's work program and budget, specifically the base case scenario, including the related human resource and budget requirements.

On 16 December 2024, the Boards of Directors approved IDEV's work program and budget for the period 2025-2027, in the base case scenario.

## ANNEXES

### Annex 1: Indicative description of proposed evaluations for 2025-2027 (base case scenario)

Evaluation	Focus	Alignment with needs for evaluative information
<b>VALIDATIONS</b>		
<b>Project completion reporting (PCR &amp; XSR) validation</b>	IDEV will validate the performance of up to 70 completed public sector and up to 20 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 10% sample of the completed projects with a completion report.	To provide Bank Management and staff, RMC stakeholders 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.
<b>Biennial validation synthesis report</b>	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 and 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.
<b>COUNTRY AND REGIONAL EVALUATIONS</b>		
<b>2025</b>		
<b>Evaluation of the RISP for Southern Africa</b>  <b>Validation of the CSP Completion Report of Burkina Faso or Guinea</b>  <b>Validation of the CSP Completion Report of Comoros or Seychelles</b>	As the Bank's new RISP for Southern Africa is expected to be developed in 2026, IDEV will in 2025 start an evaluation of the current RISP (2020-2026). In addition, the CSPs for Burkina Faso, Guinea, Comoros, and Seychelles are coming to an end in 2025, and CSP completion reports are expected to be produced by Management. IDEV will independently validate two of these. Each CSP completion report validation and the RISP evaluation will focus on how well the CSP or RISP was designed, implemented, and the extent to which it produced results and contributed to national/regional development outcomes. It will also look at which CSP/RISP aspects worked well, what did not work well and why.	Country Strategy Papers (CSPs) and Regional Integration Strategy Papers (RISPs) are the Bank's basic frameworks for engaging with and doing business in the RMCs. Every year some CSPs and RISPs are completed, and new ones are designed, discussed, and approved for implementation. The RISP evaluation will provide findings, lessons and recommendations that will feed into the development of the next RISP. The completion report validations will validate the results obtained from the self-evaluations, to inform the next CSPs.
<b>2026</b>		
<b>DRC CSPE</b>  <b>Validation of the CSP Completion</b>	IDEV will in 2026 start its evaluations of the current CSPs for DRC and Ethiopia to inform the development and discussion of new CSPs for the two countries. The Guinea Bissau Completion Report Validation will also be undertaken. The evaluations will	The CSPs of DRC and Ethiopia are ending in 2027, and the CSP Completion Report for Guinea Bissau is expected to be produced in 2026. The evaluations and validation will provide findings, lessons and

Evaluation	Focus	Alignment with needs for evaluative information
<b>Report of Guinea-Bissau Ethiopia CSPE</b>	focus on the relevance, coherence, effectiveness, efficiency, sustainability, and impact of Bank contributions to national development outcomes.	recommendations that will feed into the development of the next CSPs.
<b>2027</b>		
<b>Congo Republic CSPE</b>  <b>Validation of the CSP Completion Report of Algeria</b>  <b>Mozambique CSPE</b>	IDEV will evaluate the CSPs for Congo Republic and for Mozambique. It will also validate Management's Completion Report of the Algeria CSP. Each evaluation will focus on how well the underlying document was designed, implemented, and the extent to which it produced results and contributed to national development outcomes. It will also look at which aspects worked well, which did not work well and why.	The CSPs of Congo Republic and Mozambique are ending in 2028. These evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSP. The Algeria CSP CRV will validate the results obtained from the self-evaluation.
<b>SCALING UP AND ACCELERATING THE HIGH 5s: Light Up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, Improve the Quality of Life of the People of Africa</b>		
<b>2025</b>		
<b>Evaluation of the Bank's support to private sector engagement in agriculture (with particular focus on SAPZs)</b>	The evaluation will focus on the Bank's support to private sector engagement in agriculture, with particular focus on Special Agro-industrial Processing Zones (SAPZs). SAPZs are agro-based spatial development initiatives designed to concentrate agro processing activities within areas of high agricultural potential to boost productivity and integrate production, processing, and marketing of selected agricultural value chain commodities. The evaluation will assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of these models.	This evaluation will provide Senior Management, staff, the Board and RMCs with findings, lessons and recommendations that will inform the implementation of the new TYS 2024-2033, in particular the operational priority of Feed Africa and any successor to the current Feed Africa Strategy.
<b>2026</b>		
<b>Evaluation of the Bank's support to urban development</b>	The AfDB, through the Urban and Municipal Development Fund (UMDF) and other instruments, provides financial and technical assistance to national and local governments in sustainable urban development for more climate resilient, liveable and productive cities. The evaluation will assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of the support provided to national and local governments and the private sector as well as the effectiveness of institutional arrangements and collaboration mechanisms.	This evaluation will provide findings, lessons and recommendations for the implementation of the new TYS, in particular in the area of urban transport and development.
<b>2027</b>		
<b>Evaluation of the Bank's</b>	The evaluation will focus on the Bank's support to fast-track industrialization in	This evaluation will provide the Board, Senior Management, staff

Evaluation	Focus	Alignment with needs for evaluative information
<b>support for industrialization</b>	Africa through its Six Flagship Programs. It will assess the relevance, coherence, effectiveness, efficiency, sustainability, and impact of these efforts.	and RMCs with findings, lessons and recommendations for the implementation of projects supported under the High 5 priority of industrialization in the new TYS 2024-2033.
<b>Evaluation of the AfDB's Trade Finance program (including TF LoC and transaction guarantee product)</b>	The evaluation will focus on the Bank's support for Trade Finance and how the Program complements other Bank activities to support reaching the High 5 objectives. The evaluation will assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of the Trade Finance Program and the associated instruments, including Trade Finance Lines of Credit and the recently introduced Transaction Guarantee product.	The evaluation will provide findings, lessons and recommendations for fine tuning the implementation of the Trade Finance Program and the associated financial instruments.
<b>CROSS-CUTTING PRIORITIES: Promote gender equality, Invest in young people, Respond to climate change and invest in climate action, Build resilience to shocks, conflict and fragility, and Strengthen economic governance</b>		
<b>2025</b>		
<b>Evaluation of the Bank's support for women's empowerment and gender equality</b>	Under the new TYS, the Bank will accelerate its actions to empower women and close the disparities that disadvantage them. The evaluation will focus on the Bank's interventions in favor of women's empowerment and gender equality thus far, under the current Gender Policy and Strategy and specific instruments and initiatives including AFAWA and the Gender Marker System.	This evaluation will provide findings, lessons and recommendations for implementing the cross-cutting priority of the new TYS of equipping and investing in women to achieve their full potential and contribute to sustainable growth and prosperous societies, and specifically the successor to the AfDB Gender Strategy 2021-2025.
<b>2026</b>		
<b>Findings and lessons concerning Transition States</b>	IDEV has twice evaluated the Bank's strategy for addressing fragility, has evaluated the Transition Support Facility, has conducted Country Strategy and Program Evaluations of a number of RMCs facing fragility, and has produced various knowledge products on the topic. On the basis of this existing body of evidence, IDEV will work with the Transition States Coordination Office to develop either a synthesis product or a learning engagement for Bank staff to make optimal use of the knowledge available in implementing this cross-cutting issue of the new TYS.	This product or engagement will inform the implementation of the new TYS and specifically the successor to the Bank's Strategy for Addressing Fragility and Building Resilience in Africa which is due to end in 2026.
<b>Impact evaluation of a Bank-funded skills</b>	The Bank is institutionalizing skills development and job creation as a corporate priority. The evaluation will use counterfactual methods to assess the selected project's impact, including skills	To inform the design and implementation of future projects under the crosscutting priority of investing in young people in the Bank's new TYS 2024-2033. It will

Evaluation	Focus	Alignment with needs for evaluative information
<b>development or TVET project</b>	development outcomes, quality of services and job creation, relating to the target population.	provide Bank Management, staff, the Board and RMCs with useful lessons and recommendations regarding the Bank Group's assistance to skills/TVET interventions in RMCs.
<b>2027</b>		
<b>Bank-funded projects supporting RMCs in the area of Climate Change</b>	The Bank adopted a new Climate Change and Green Growth Policy, Strategy and Action Plan in 2021/2022. In 2027, IDEV will evaluate a cluster of projects through which the Bank supports RMCs in their response to climate change.	To provide the Board, Bank Management and staff with lessons from the implementation of the Climate Change Strategic Framework, and inform the implementation of any future Climate Change Action Plan.
<b>PROMOTING PRIVATE-SECTOR SOLUTIONS</b>		
<b>2025</b>		
<b>Learning Engagement on promoting private sector solutions</b>	Based on the numerous evaluations and knowledge products that IDEV has conducted in the area of private sector in recent years, IDEV will work with the Private Sector, Infrastructure and Industrialization Vice-Presidency to develop a learning engagement that will help Bank staff to capitalize on this existing evidence and knowledge. It will make use of the findings and lessons related to all the thematic areas of the Bank's support to and engagement with the private sector.	The discussions that will emanate from the findings and lessons derived from past evaluations /studies will inform the implementation of interventions in this key priority of the new TYS and any successor to the Private Sector Development Strategy.
<b>2026</b>		
<b>Evaluation of the Bank's support to SMEs</b>	The evaluation will focus on the Bank's support to small and medium enterprises (SMEs) in RMCs, particularly those that are led by women and youth. It will assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of these initiatives.	To inform the design and implementation of interventions in the SMEs ecosystem and to generate findings and lessons for the preparation and/or implementation of any successor to the Private Sector Development Strategy.
<b>2027</b>		
<b>Evaluation of the Bank's Guarantee Instruments</b>	The Bank offers various guarantee instruments to borrowers to help them leverage financing from third party lenders, including the capital markets. The evaluation will assess the relevance, coherence, efficiency, effectiveness, sustainability and impact of the Bank's Guarantee Instruments, and also draw lessons from the experiences of other pertinent users of the instruments.	The findings and lessons will inform the implementation of the revised Bank Group Policy on Guarantees, and help the Bank enhance the use of Guarantee Instruments in response to client needs, market developments, crowding in of additional financing and more efficient use of existing capital.
<b>BOOSTING THE BANK'S IMPACT</b>		
<b>2025</b>		



Evaluation	Focus	Alignment with needs for evaluative information
<b>Evaluation of the Bank's Disclosure and Access to Information Policy</b>	The evaluation will assess the relevance, coherence, efficiency and effectiveness of the policy.	To draw useful findings, lessons and recommendations to inform any revision of the policy and/or its implementation.
<b>Evaluation of the Bank's Procurement Framework for Operations</b>	The evaluation will focus on the Procurement Policy for Bank Group-Funded Operations, the methodology for its implementation, the operations procurement manual, and the procurement toolkit (together called the "Procurement Framework") and its implementation by both the Bank and by borrowers. The evaluation will assess the relevance, coherence, effectiveness and efficiency of the framework in meeting its objectives. It will also examine to what extent capacities in the Bank and in RMC have been strengthened to effectively implement the framework.	To draw useful findings, lessons and recommendations to inform implementation and any revision/adjustment of the procurement policy, methodology, manual and toolkit.
<b>2026</b>		
<b>Evaluation of the Bank's 2014 Amended Credit Policy</b>	In light of the evolving needs of the Bank, including the ADF Market Borrowing Option and the introduction of Moderately Concessional Loans, and those of the RMCs, the evaluation will examine the performance of the Bank's current Credit Policy, including its relevance, coherence, effectiveness, efficiency, impact and sustainability.	The findings, lessons and recommendations will inform the implementation of the policy going forward and any possible review/revision.
<b>Evaluation of efficiency of processes over the Bank's project cycle</b>	IDEV's evaluations regularly find that the efficiency of the Bank's interventions is negatively affected by delays at various stages of the project cycle. To examine the root causes of this recurrent issue more closely, the evaluation will focus on the issue of efficiency of processes at each of the seven phases of the Bank's project cycle to identify the bottlenecks and the factors promoting or hampering the efficient processing of operations.	The evaluation will provide findings, lessons and recommendations which will inform the design and implementation of current and future operations and the processes that govern them.
<b>2027</b>		
<b>Evaluation of the AfDB's Cost Containment Framework</b>	AfDB Management is undertaking a review of the Cost Containment Framework currently in force, with a view to discussing with the Board on possible updates/revisions to the Framework by the end of 2024. Based on the assumption that a new Cost Containment Framework will be in place for the 2025-2027 period, the evaluation will, in the final year of this period, examine to what extent the Cost Containment Framework has been applied	The evaluation will provide findings, lessons and recommendations regarding the implementation of the Cost Containment Framework.

Evaluation	Focus	Alignment with needs for evaluative information
	and the relevance, coherence, effectiveness, efficiency and sustainability of these efforts.	
<b>Evaluation of the Bank's External Communication</b>	The evaluation will assess the relevance, coherence, effectiveness, efficiency, impact and sustainability of the Bank's external communication. It will examine whether the Bank has increased the visibility, credibility, and accurate understanding of the Bank's interventions among key target audiences. It will also focus on the extent to which the Bank has influenced development policy by leveraging the Bank's knowledge and experience through communications.	To draw useful findings, lessons and recommendations to inform present and future Bank external communication strategies or action plans.



## Annex 2: Detailed budget estimation for the three scenarios

Staff costs for the current positions are assumed to grow by 4.51% between 2024 and 2025. The figures for 2026 and 2027 will be adjusted once the Board has approved the budgets for those years.

Budget lines	2024 budget	Low case scenario				Base case scenario				High case scenario			
		2025	2026	2027	Avg	2025	2026	2027	Avg	2025	2026	2027	Avg
Direct Costs (consultancy, missions, meetings/events, etc.)	3.87	2.22	2.21	2.43	2.28	3.49	3.76	3.90	3.71	4.36	4.41	4.94	4.57
Staff costs: current staff complement	4.28 <sup>15</sup>	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47
Staff costs: additional staff requested		-	-	-	-	0.24	0.36	0.36	0.32	0.64	1.07	1.36	1.03
<b>Total</b>	<b>8.15</b>	6.69	6.68	6.90	<b>6.76</b>	8.20	8.59	8.72	<b>8.50</b>	9.47	9.95	10.78	<b>10.07</b>

<sup>15</sup> The 2024 PBD foresees an amount for IDEV staff costs of UA 3.99m. However, this only accounts for the staff **at post** at the time of the preparation of the PBD (end 2023). The vacant positions are not included. If we add the costs associated with the vacant positions, the total comes to UA 4.279m. The positions that were vacant at end 2023 have since been filled; IDEV currently has one vacant position that is at an advanced stage of recruitment.

### Annex 3: IDEV Results Framework for 2025-2027 with Key Performance Indicators

Please refer to IDEV's 2022-2024 Work Program, Annex 2, for IDEV's full Theory of Change and Results Chain.

RESULTS CHAIN AND INDICATOR DESCRIPTION	BASELINE 2024	TARGET 2027	MEANS OF VERIFICATION	FREQUENCY OF DATA COLLECTION
<b>IMPACT: Enhanced development effectiveness of the African Development Bank Group and its contribution to sustainable economic growth and social progress in Africa</b>				
Evidence of enhanced AfDB development effectiveness	TBD	TBD	ADER, AR, Evaluation Reports etc.	End of the Work Program Period
<b>The direct and medium-term outcomes that IDEV is achieving in accordance with its three strategic objectives.</b>				
<b>OUTCOME 1: Provided a basis for accountability for use and results of Bank Group assistance</b>				
<b>1.1:</b> Percentage of Board members who respond “Very useful” or “Useful” to the survey question: “To what extent were IDEV’s evaluations useful for you to assess the AfDB’s development effectiveness?”	100%	90%	Stakeholder survey report	End of the Work Program Period
<b>OUTCOME 2: Contributed to enhanced learning in the Bank and regional member countries to improve current and future policies, strategies, programs, projects and processes</b>				
<b>2.1:</b> Percentage of new policies, strategies, frameworks and action plans informed by IDEV evaluations	50%	TBD	Desk review	End of the Work Program Period
<b>2.2:</b> Percentage of stakeholders who rate the extent to which they have used IDEV’s evaluations for decision making as “high” or “significant”. This concerns <b>(i)</b> Strategic decisions (e.g. decisions around organizational vision, mission, policies and strategies)	33%	TBD	Stakeholder survey report	End of the Work Program Period
<b>(ii)</b> Organizational decisions (e.g., staffing, resources, processes)	25%	TBD	Stakeholder survey report	End of the Work Program Period
<b>(iii)</b> Operational decisions (e.g., design and implementation of operations)	32%	TBD	Stakeholder survey report	End of the Work Program Period
<b>2.3:</b> Percentage of evaluation recommendations in the MARS with Management action plan implementation rated as “Substantial” or “High” by IDEV.	68%	TBD	IDEV MARS Report	Annually
<b>OUTCOME 3: An evaluation culture promoted in the Bank and in RMCs to encourage a focus on development results, learning, and continuous quality improvement</b>				
<b>3.1:</b> Percentage of stakeholders who rate the extent to which their capacities to design, conduct and use evaluations have been strengthened as “high” or “significant”.	42%	TBD	Stakeholder survey report	End of the Work Program Period

<b>.2:</b> Percentage of stakeholders who rate the extent to which IDEV contributes to good practices, standards, and approaches to evaluation inside and outside the AfDB as “high” or “significant”.	<b>51%</b>	<b>TBD</b>	Stakeholder survey report	End of the Work Program Period
<b>3.3:</b> Percentage of respondents from platforms, RMCs and organizations who rate their level of satisfaction with IDEV’s support as “Highly Satisfied” or “Satisfied”.	<b>96%</b>	<b>TBD</b>	Stakeholder survey report	End of the Work Program Period
<b>The Outputs delivered by IDEV that contribute to achieving its strategic objectives.</b>				
<b>I 1: Evaluations and Project Validations delivered</b>				
<b>1.1:</b> Number of planned evaluation products delivered each year		<b>10</b>	IDEV Annual Report	Annually
<b>1.2:</b> Number of planned validations of PCRs and XSRs delivered each year		<b>90</b>	IDEV Annual Report	Annually
<b>I 2: Evaluation knowledge and communication products delivered</b>				
<b>2.1:</b> Percentage of evaluations for which at least one knowledge or communication product is delivered within three months of completion		<b>95%</b>	IDEV Annual Report	Annually
<b>I 3: Evaluation Capacity Development and Partnerships undertaken</b>				
<b>3.1:</b> Number of planned trainings, webinars, and capacity development events held each year		<b>6</b>	IDEV Annual Report	Annually
<b>3.2:</b> Number of Partnership initiatives implemented each year		<b>4</b>	IDEV Annual Report	Annually

IDEV will determine the targets for the survey-based indicators in the next six months.