

IDEV

Independent Development Evaluation  
African Development Bank

# Work Program

2022–2024

Approved 2 December 2021



AFRICAN DEVELOPMENT BANK GROUP

# IDEV conducts different types of evaluations to achieve its strategic objectives



# Summary of the 2022–2024 work program



	2022	2023	2024
<b>Knowledge management, dissemination and outreach</b>			
Knowledge events	10	10	10
Evaluation Matters	3	3	3
Evaluation Week	1		1
IDEV Annual Report	1	1	1
MARS Report	1	1	1
<b>Evaluation capacity development</b>			
Support to platforms (APNODE and EPRADI)	2	2	2
Support to countries via Twende Mbele	7	7	7
Support to organizations (EvalPartners)	1	1	1

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#### **IDEV Work Program 2022–2024**

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#### **About the AfDB**

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

#### **About Independent Development Evaluation (IDEV)**

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

#### **Independent Development Evaluation (IDEV)**

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## Acronyms

<b>ADF</b>	African Development Fund
<b>ADDOA</b>	Additionality and Development Outcomes
<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>DBDM</b>	Development and Business Delivery Model
<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>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>XSR</b>	Expanded Supervision Report
<b>XSREN</b>	Expanded Supervision Report validation note

## 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 2022–2024 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 2019–2021 work program performance and the identification and prioritization of evaluation proposals derived from document review and stakeholder consultations.

### Performance Highlights of the 2019–2021 Work Program

IDEV has registered considerable progress in the implementation of its 2019–2021 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 a pressure 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 were well aligned with the High 5s and the priorities of the Development and Business Delivery Model (DBDM) – covering topics such as transport, energy, regional integration, private sector development, partnerships and loan syndication, gender, and the Bank's engagement with civil society, among others. IDEV was also responsive to requests for changes to the work program from the Board and Management: 6 evaluations that were not in the original work program were suggested and conducted (3 ongoing and 3 completed).

At the project level, IDEV validated 197 Project Completion Reports (PCRs) and 32 Expanded Supervision Reports (XSRs). On project cluster evaluations, IDEV has completed one, cancelled one and the third is ongoing. One of the three foreseen impact evaluations was dropped; the other two are ongoing.

IDEV completed four Country Strategy and Program Evaluations (CSPEs) and one Regional Integration Strategy Completion Report Validation. A foreseen Country Strategy Paper (CSP) Mid-Term Evaluation was converted to a full CSPE and is ongoing, a CSP Mid-Term Review validation was moved to 2022, and three other CSPEs are ongoing.

Six sector and thematic evaluations were planned to start in 2019–2021. Three have been completed (with the Partnerships evaluation having been delivered as two separate reports, and the evaluation of the Additionality and Development Outcomes Assessment Framework replacing the Guarantee Policy) and three are ongoing. Two evaluations were added to the work program (one completed — African Water Facility Trust Fund, and one ongoing — Transition Support Facility).

In the area of corporate evaluations, the original target of six evaluations was increased to eight, underlining the strong demand for this type of evaluation. Four of these have been delivered (with the evaluation of Non-Concessional Debt Accumulation Policy replacing the Bank's 2014 Amended Credit Policy), one is ongoing, and two were added (Counterpart Funding and COVID-19 Response) and are also ongoing.

Finally, one evaluation synthesis was delivered, as planned, and two additional ones are ongoing.

On knowledge management and dissemination, IDEV continued to publish and prepare knowledge products for every evaluation completed. It also organized internal Bank as well as regional dissemination, outreach, and knowledge events to promote learning from evaluations and support an evaluation culture in the Bank and in Regional Member Countries (RMCs). It produced Lessons Notes to inform the Bank's response to COVID-19, organized the AfDB Development Evaluation Week in 2020, and continued to produce its quarterly magazine eVALUation Matters. The fully searchable Evaluation Results Database (EVRD) now contains 4589 lessons and 4774 recommendations, in both working languages of the Bank, and the Management Action Record System (MARS) tracked the implementation of 771 actions in response to 254 recommendations from 62 evaluations. Finally, IDEV produced annual reports for the department, accompanied by videos and animations.

On the side of partnerships and evaluation capacity development, IDEV continued to work with and support RMCs, evaluation networks, and partners across the globe. IDEV 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, and African government peer learning initiative. In addition, IDEV's partnerships with the African Evaluation Association, the Centers for Learning on Evaluation and Results, EvalPartners, and the *Réseau francophone de l'évaluation* were strengthened.

There were challenges experienced in the implementation of the IDEV work program caused by the COVID-19 pandemic, which precluded face to face data collection in RMCs, and by delays to feedback received from stakeholders, peer reviewers and evaluation reference groups. IDEV is mitigating some of these challenges by accelerating the use of technology and local consultants for data collection in evaluations. IDEV will also explore the possibility of increasing the use of information technology to address data quality issues in the next work program period.

## Strategic Directions for 2022–2024

The Independent Evaluation Strategy 2013–17<sup>1</sup>, extended to 2019, expired at the end of 2019. IDEV agreed with the Committee on Operations and Development Effectiveness (CODE) that there was no need to develop a new strategy, but rather to include a Strategic Directions chapter in IDEV's 3-year work programs to act as a bridge between the Bank's Independent Evaluation Policy and the work program and to set out how the Policy will be implemented over the work program period. In 2020, IDEV set out new strategic directions aimed at:

- i) Focusing independent evaluations on interventions aligned with commitments under ADF-15, GCI-7, the Bank's Ten-Year Strategy, and the High 5s;
- ii) Focusing independent evaluations where a gap in evaluative knowledge exists;
- iii) Increasing the utility of independent evaluations, by focusing more on incorporating the knowledge generated to inform policies, strategies, programs, and processes; and
- iv) Proactively providing targeted evaluative knowledge to the Bank and its RMCs.

<sup>1</sup> <https://idev.afdb.org/en/document/african-development-bank-independent-evaluation-strategy-2013-2019>



In the 2022–2024 work program period, IDEV will continue to pursue its three core objectives as set out in the Independent Evaluation Policy: contributing to enhanced learning; providing a basis for accountability; and promoting an evaluation culture in the Bank and in regional member countries. It will continue to apply the four guiding principles: i) independence; ii) credibility, impartiality, and transparency; iii) usefulness; and iv) partnership, which are aligned with international norms and standards for evaluating development assistance. In addition, in line with the recommendations of the 2018 Independent Peer Review of IDEV, it will continue its regular consultation and briefing of Bank Senior Management, enhance stakeholder engagement throughout the evaluation process, and strengthen knowledge sharing.

Furthermore, IDEV intends to pursue the following four key goals over the 2022–2024 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.

## Work Program Proposal for 2022–2024

Building on the 2019–2021 Work Program, in which IDEV achieved a steady state of approximately 12 higher-level evaluations per year, and on the outcomes of the Independent Peer Review, IDEV's 2022–2024 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 Bank's TYS and the High 5s and responds to the needs of key stakeholders and potential users. Its main features are:

- Higher-level evaluations (country/regional, thematic/sector and corporate) continue to be the key focus of IDEV's work.
- Project level evaluations will be carried out through project cluster evaluations, which are focused on learning, and through impact evaluations.
- The timely delivery of PCR and XSR validations to ensure that they: i) inform higher-level evaluations as building blocks; ii) support accountability; and iii) provide credible information on development results.
- Knowledge management, dissemination and outreach activities are strategically planned and sequenced to optimize the use of evaluation findings to support: i) learning and decision-making within the Bank (operations, strategic and policy-making functions, corporate services); ii) accountability to shareholders; and iii) learning for RMCs and other development partners.
- Strengthening evaluation systems, capacity, and culture within the Bank and RMCs will also be an important focus.

This proposal for IDEV's 2022–2024 work program identifies three different 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 2022–2024 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 base case scenario plans the start of 36 evaluations over the next three years, with attention for promoting the utility of evaluations and an evaluation culture in both the Bank and RMCs. The envelope of resources requested for the 2022–2024 period amounts to UA 7.50 million per year in the base case scenario, implying a flat budget in real terms. The nominal increase of UA 140,000 per year as compared to the approved budget for IDEV in 2021 corresponds to the HQ inflation rate of 2.0% used in the Bank’s Program and Budget Document. This small increase follows three years of flat budget over the 2019–2021 work program period, and is lower than the growth that Management foresees for the Bank’s overall administrative budget.

The implementation of the 2022–2024 work program is expected to be smooth because IDEV has filled nearly all vacant positions in the department. However, some challenges may persist such as the global shortage of qualified evaluators, data inadequacies, and weak monitoring and evaluation systems both in the Bank and in member countries. In responding to these challenges, IDEV will continue to enhance its capacity to design and implement evaluations, knowledge management and evaluation capacity development under diverse contexts, to be innovative in its approaches, and to contribute to the improvement of the monitoring and evaluation systems inside and outside the Bank. ■

*The AfDB Board of Directors approved the Independent Development Evaluation Work Program for 2022–2024, and specifically the base case scenario, on 2 December 2021.*







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# 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 the proposed IDEV work program for 2022–2024.

The preparation of this work program proposal followed the same process as for past IDEV three-year work programs (2016–2018, 2019–2021): analysis of past performance and the changing context, followed by identification and prioritization of potential evaluation proposals derived from document review and Bank stakeholder consultations. Additionally, the results of an external stakeholder survey have also been considered in the development of this work program. The 2022–2024 work program proposal presents three scenarios for the mix of evaluation products, taking into consideration the dynamic international context, the Bank's Ten-Year Strategy (TYS) and High 5s, the focus areas of the Development and Business Delivery Model (DBDM<sup>2</sup>), General Capital Increase (GCI)-VII<sup>3</sup> and African Development Fund (ADF)-15<sup>4</sup> commitments, and results and lessons from the implementation of the IDEV 2019–2021 work program.

This paper begins with a brief discussion of the relevant contextual factors followed by a retrospective review of the 2019–2021 work program that summarizes the performance and implementation challenges. It then sets out the strategic directions for IDEV for 2022–2024. The process for preparing the 2022–2024 work program and three options for this work program, including resource requirements, follows this. ■

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2 [Independent Evaluation of the Implementation of the DBDM of the AfDB](#): The DBDM focuses on five institutional pillars: i) Move closer to the client to enhance delivery; ii) Reconfigure headquarters to support the regions to deliver better outcomes; iii) Strengthen the performance culture to attract and maintain talent; iv) Streamline business processes; and v) Improve financial performance and increase development impact.

3 <https://www.afdb.org/en/events/7th-general-capital-increase>

4 <https://adf.afdb.org/adf-15/theme/>

## 2 Context

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

### Global Context

The imperatives of country ownership and alignment with domestic priorities and processes underlined by Agenda 2030<sup>5</sup> have shifted the focus of development evaluation to the country level. The Sustainable Development Goals emphasize support for enhancing national evaluation culture and evaluation programs. IDEV and other development evaluation entities are therefore expected to increase their engagement with member countries and help strengthen national evaluation systems. In addition, development interventions have become more complex, addressing more issues than before (including climate change, gender, equality, etc.) in their bid to ensure that “no one is left behind”. In this context, the international evaluation criteria promoted by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) were refined in 2019, introducing a new evaluation criterion and improving clarity of definitions.

New methods of gathering information for evaluations is another global emerging issue. There is an increase in the number and types of data sources (big data, Artificial Intelligence, data science, blockchain etc.). Rapid advances in technologies resulting from the fourth industrial revolution and related digitization are also changing the way information and knowledge are created, used, and shared. These developments are impacting many aspects of society including evaluation. The rapid rate at which these novel technologies are becoming accessible will increase their application, offering tremendous opportunities to strengthen the contribution of evaluation to tackling development challenges. Therefore, evaluators need to adapt to the proliferation of data sources to harness their potential.

In March 2020, the World Health Organization declared the COVID-19 pandemic a public health emergency. A drastic shift in global development priorities ensued. As COVID-19 continued to spread rapidly throughout the year and into 2021, with far-reaching consequences and implications, there was a strong need for credible evidence on what works and what does not, why, for whom, and under what circumstances. IDEV will have to ensure that its evaluations capture the effect of COVID-19 on the interventions implemented by the AfDB. In addition, travel restrictions and remote work became the new normal, and evaluation approaches and methods had to be adapted. The COVID-19 pandemic not only affects data collection processes but also attendant recovery efforts, so the “build back better” agenda may entail implementation of policies and pilot programs that require quick assessment and feedback (rapid evaluation) before scaling up and/or adjustment.

### The African Context

The past decade has been one of unparalleled growth, and six of the world’s ten fastest growing economies in the last five years were in Africa. Nevertheless, this growth is not universal — some African countries are finding it difficult to surmount stagnation and fragility. This contrast is contributing to rising popular expectations throughout the region.

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5 <https://sdgs.un.org/2030agenda>

Thus, the call for accountability and greater development effectiveness increasingly originates within African countries — from parliaments, states, civil society organizations, and individual citizens.

Agenda 2063<sup>6</sup> for example, aims to enhance impact on the ground by learning from the past through data-backed analysis of development projects as well as numerical targeting of output and outcome indicators. It advocates for a paradigm shift towards planning for results and calls upon African member States to domesticate its results framework into their national plans and systems to use as a basis for monitoring and evaluating their national plans. Furthermore, Agenda 2063 calls for the mobilization of the people and their ownership of continental programs; reiterates the importance of capable, inclusive, and accountable states and institutions at all levels and in all spheres; and promotes holding ourselves and our governments and institutions accountable for results.

Having taken greater ownership of their own development processes, 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.

## Within the AfDB

The Bank's TYS 2013–2022 and the High 5s currently guide all Bank work; they are also a key driver of independent evaluation activities. The TYS focuses on broad challenges such as inclusive and green growth, and it emphasizes the Bank's role as a knowledge broker, a catalyst, and a convener. The High 5s focus on Lighting up and Powering Africa, Feeding Africa, Industrializing Africa, Integrating Africa and Improving the quality of life for the people of Africa. The TYS will expire at the end of 2022 and a new TYS is already being developed. As of 2023, the Bank's independent evaluation must therefore align its activities to the new TYS. It must focus on 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.

In addition, independent evaluations of Bank interventions will need to be aligned with commitments under the ADF-15 (2020–2022) and ADF-16 (2023–2025) replenishments, together with any remaining commitments or follow-up of GCI-VII. Over the GCI-VII period, the Bank will continue to sharpen its strategic focus on five areas namely: investing in quality infrastructure, strengthening Africa's private sector, promoting investments in regional integration, strengthening economic governance, building skills for jobs, and expanding economic opportunities for youth and mobilizing development finance for Africa. At the same time, the Bank redesigned its operational model, organizational structure, and pricing framework (together called the DBDM). Consequently, IDEV should not only look at progress toward the Bank's development priorities but also examine the organization, the corporate structure, and the processes required to deliver on those priorities.

The Bank has approved a proposal to sharpen the Bank's strategic focus<sup>7</sup> within each High 5 by investing in fewer, larger, and more strategic and transformative operations. The proposal's overarching objective is to increase the quality and development impact of the Bank's operations while improving the institution's organizational efficiency. These focus areas are reflected as far as possible in IDEV's work program proposal for 2022–2024 and IDEV will apply selectivity in its evaluations in line with the Bank's Selectivity Paper. When determining the approach for individual evaluations, IDEV will ensure that it can contribute to answering the questions that Management and the Board seek answers to, and that its evaluations are as useful as possible to the Bank. ■

6 <https://au.int/en/agenda2063/goals>

7 <https://www.afdb.org/en/high5s>








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## 3 Performance Highlights of the 2019–2021 Work Program

The 2019–2021 IDEV work program, approved by the Board of Directors in February 2019<sup>8</sup> and updated in November 2019<sup>9</sup>, May 2020<sup>10</sup> and November 2020<sup>11</sup>, proposed a mix of evaluation products: independent validations of Bank self-evaluations; project level evaluations; impact, sector, thematic, country, regional and corporate evaluations; evaluation syntheses; and other products. It also gave attention to knowledge management, partnerships, and evaluation capacity development.

Evaluation products	 Planned	 Completed	 Ongoing
PCR Validations	<b>up to 195</b>	<b>197</b>	
XSR Validations	<b>up to 75</b>	<b>32</b>	
Validation Synthesis Reports (PCR, XSR)	<b>3</b>	<b>3</b>	
Project Cluster Evaluations*	<b>3</b>	<b>1</b>	<b>1</b>
Impact Evaluations*	<b>3</b>		<b>2</b>
Country/Regional Evaluations (including mid-term evaluations and completion report validations)*	<b>10</b>	<b>5</b>	<b>4</b>
Sector/Thematic Evaluations	<b>6 + 2</b>	<b>5</b>	<b>4</b>
Corporate Evaluations	<b>6 + 1</b>	<b>4</b>	<b>3</b>
Evaluation Syntheses	<b>3</b>	<b>1</b>	<b>2</b>
<b>Other products</b>			
IDEV Annual Reports	<b>3</b>	<b>3</b>	
IDEV MARS Reports	<b>3</b>	<b>2</b>	<b>1</b>
IDEV Evaluation Manual	<b>1</b>	<b>1</b>	

\* One Project Cluster Evaluation and one Impact Evaluation were cancelled and one Country Evaluation postponed.

8 [http://idev.afdb.org/sites/default/files/documents/files/Work%20Program%202019-21%20%28En%29%20%5BWeb%5D\\_0.pdf](http://idev.afdb.org/sites/default/files/documents/files/Work%20Program%202019-21%20%28En%29%20%5BWeb%5D_0.pdf)

9 [http://idev.afdb.org/sites/default/files/documents/files/IDEV%20Work%20Program%202019-2021%20-%20Update%20-%202019-10-31\\_English\\_DG%20%28003%29.pdf](http://idev.afdb.org/sites/default/files/documents/files/IDEV%20Work%20Program%202019-2021%20-%20Update%20-%202019-10-31_English_DG%20%28003%29.pdf)

10 [http://idev.afdb.org/sites/default/files/documents/files/IDEV%20Work%20Programme%20-%20Changes%20to%20the%202020%20WP\\_DG.pdf](http://idev.afdb.org/sites/default/files/documents/files/IDEV%20Work%20Programme%20-%20Changes%20to%20the%202020%20WP_DG.pdf)

11 <http://idev.afdb.org/sites/default/files/documents/files/IDEV%20Work%20Program%202019-2021%20-%202021%20Update%20%2B%20addendum%20EN.pdf>

## 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 2019–2021 work program, IDEV intended to raise the quality of PCRs and XSRs through the validation process, feedback, and overall reporting. It committed to validate up to 65 PCRs and 25 XSRs each year, and to produce an annual synthesis report.

Over the period from January 2019 through September 2021, 197 PCRs and 32 XSRs were validated. The field visits foreseen in the work program were hampered by travel restrictions due to COVID-19. In 2020, IDEV completed the 2018 PCR validation synthesis report and the combined 2014–2019 XSR validation synthesis report, while the 2019 PCR validation synthesis report was delivered in 2021. In the last work program update, the 2020 PCR and XSR validation synthesis report was postponed to allow for other evaluations requested by the Committee on Operations and Development Effectiveness (CODE).

		Year of (planned) delivery			
		2019	2020	2021	2022
PCR & XSR Validations					
Work program year	2019	2014–2018 XSR Validations	2018 PCR Validations: 65 (with 10% field visits)		
			2018 PCR Validation Synthesis Report		
	2020		2019 XSR Validations	2019 PCR Validations: 65 (with 10% field visits)	
			2014–2019 XSR Validation Synthesis Report	2019 PCR Validation Synthesis Report	
	2021			2020 PCR Validations: 65 (with 10% field visits)	2020 PCR and XSR Validation Synthesis Report
				2020 XSR Validations	

● Completed ● Postponed

#### Project Cluster Evaluations

Cluster evaluations look at a group of similar or related interventions that have potential for the extraction of broader lessons. Most are designed and timed to contribute to broader corporate, thematic or sector evaluations, but they can also be stand-alone. One change that occurred in the work program was the cancellation of the project cluster evaluation of Economic and Sector Work foreseen to start in 2020, since Management indicated that the timing was no longer opportune. It was agreed that an evaluation of Economic and Sector Work would be included in the 2022–2024 work program instead. Of the two other project cluster evaluations from the 2019–2021 work program period, the one on transport projects has been delivered and the one on the management of ADF projects in RMCs is ongoing.

For cluster evaluations, IDEV organizes capitalization workshops together with the relevant operations departments, to discuss the findings of the evaluations and to facilitate learning and uptake of the lessons by the operations colleagues. This has been a positive experience.

		Year of (planned) delivery			
		2019	2020	2021	2022
Project Cluster Evaluations					
Work program year	2019			Transport	
	2020		AfDB Economic and Sector Work <i>(Timing no longer opportune)</i>		
	2021				Management of ADF projects in RMCs

● Completed ● Ongoing ● Cancelled

## Impact Evaluations

There has been a growing demand from stakeholders to demonstrate the impacts 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' well-being. Two impact evaluations planned for the 2019–2021 work program in the areas of energy and institutional support to governance are ongoing and will be delivered in 2021 and 2022, respectively. The impact evaluation of a Technical, Industrial, Vocational and Entrepreneurship Training project was cancelled to make way for other evaluations requested by CODE.

		Year of (planned) delivery			
		2019	2020	2021	2022
Impact Evaluations					
Work program year	2019			Last Mile Connectivity Energy Project - Kenya	
	2020				Public Finance Modernization Support Project - DRC
	2021				Technical, Industrial, Vocational and Entrepreneurship Training Project <i>(Cancelled in favor of evaluations of TSF and counterpart funding)</i>

● Ongoing ● Cancelled

## Country and Regional Strategy and Program Evaluations

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 2019–2021 work program, due to changes in the timing of some new CSPs, IDEV proposed to carry forward the CSPE for Gabon from 2018 into 2019, and to undertake a full CSPE of Mauritania instead of a mid-term evaluation. In addition, the foreseen Comoros CSP Completion Report Validation (CRV) was replaced by one to be selected from a cohort of CSPs prepared using the new CSP Completion Report template and guidelines under development by Management. The Gabon, Rwanda, Angola and Uganda CSPEs and the West Africa RISP CRV were completed while the CSPEs of Mauritania, Djibouti, Benin and São Tomé and Príncipe are ongoing. The Eswatini CSP Mid-Term Review validation will be included in the 2022 work program.

		Year of (planned) delivery			
		2019	2020	2021	2022
<b>Country and Regional Strategy and Program Evaluations</b>					
Work program year	2019	West Africa RISP Completion Report Validation		Gabon CSPE	
				Mauritania MTE	
				Djibouti CSPE	
	2020		Comoros CSP Completion Report Validation <i>(Replaced by a CSPCRV in the 2021 work program TBD)</i>	Uganda CSPE	
				Rwanda CSPE	
				Angola CSPE	
				Benin CSPE	
	2021				São Tomé CSPE
					Eswatini CSP Mid-Term Review validation

● Completed   
● Ongoing   
● Replaced/moved

## Sector and Thematic Evaluations

Demand for evaluations of major development themes and key sectors is very strong. These products help IDEV align to the priorities in the Bank's High 5s. The Board and Management value strategic level evaluations for their oversight function and as evidence for decision-making.

The evaluations of the Bank's Partnerships (delivered as two separate reports, on Partnerships and Loan Syndications), the Bank's Private Sector Development Strategy, and the Bank's Additionality and Development Outcomes (ADOA) Framework 2.0, added to the 2020 work program to replace the evaluation of the Bank's Guarantee Instruments, were delivered. At the request of the Bank's Water Department, an evaluation of the African Water Facility Trust Fund was added and delivered. The remaining four sector/thematic evaluations from the 2019–2021 work program are ongoing: i) the evaluation of Non-Sovereign Operations; ii) an evaluation of the Bank's Transition Support Facility (TSF), requested by CODE and added to the 2021 work program; iii) the mid-term evaluation of Bank's Strategy for Jobs for Youth in Africa; and (iv) the evaluation of the Bank's support to Renewable Energy (Wind, Solar, Hydro, and Geothermal).

		Year of (planned) delivery			
		2019	2020	2021	2022
Sector and Thematic Evaluations					
Work program year	2019		Evaluation of the Bank's Private Sector Development Strategy  Evaluation of the Bank's Partnerships (cofinancing, syndication, coordination) <i>(Delivered as two reports: Partnerships and Loan Syndications)</i>  Evaluation of the African Water Facility Trust Fund <i>(Added)</i>		
	2020		Evaluation of the Bank's Guarantee Instruments <i>(Replaced by Evaluation of ADOA Framework 2.0)</i>	Evaluation of the ADOA Framework 2.0  Evaluation of Non-Sovereign Operations	
	2021			Evaluation of the Transition Support Facility <i>(Added)</i>	Mid-term Evaluation of Bank's Strategy for Jobs for Youth in Africa (2016–2025)  Evaluation of the Bank's support to Renewable Energy (Wind, Solar, Hydro, and Geothermal)

● Completed ● Ongoing ● Replaced/moved

### Corporate Evaluations

Organizational effectiveness is crucial for development effectiveness. The Bank is facing important organizational challenges and changes that affect both efficiency and effectiveness. Stakeholders have therefore expressed an elevated level of interest in corporate evaluations. This is manifested by the additions and replacements that occurred during the work program period.

Four corporate evaluations from the 2019–2021 work program were completed: of the Bank Group Policy on Portfolio Review and Restructuring, the Bank’s engagement with Civil Society, the Bank’s Results Measurement Framework 2016–2025, and the Non-Concessional Debt Accumulation Policy (replacing the evaluation of the Bank’s 2014 Amended Credit Policy). The Evaluation of the Bank’s Strategy for 2013–2022 is ongoing. In addition, Board members requested an evaluation of the Bank’s crisis response support to RMCs in the face of COVID-19 and an evaluation of Counterpart Funding. Both were included in the 2021 work program and are ongoing.

		Year of (planned) delivery			
		2019	2020	2021	2022
Corporate Evaluations					
Work program year	2019		Evaluation of the Bank Group Policy on Portfolio Review and Restructuring		
			Evaluation of the Bank’s engagement with civil society		
	2020		Evaluation of the Bank’s 2014 Amended Credit Policy <i>(Replaced by Evaluation of Non-Concessional Debt Accumulation Policy)</i>	Evaluation of the Bank Group Policy on Non-Concessional Debt Accumulation	
				Mid-Term Evaluation of the Bank’s Results Measurement Framework 2016–2025	
	2021				Evaluation of the Bank’s Strategy for 2013–2022
					Evaluation of Counterpart Funding <i>(Added)</i>
				Evaluation of the Bank’s COVID-19 Response <i>(Added)</i>	

● Completed ● Ongoing ● Replaced/moved

## Evaluation Syntheses

Evaluation syntheses extract knowledge and draw key lessons 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.

From the 2019–2021 work program, IDEV delivered one planned synthesis, in the area of Gender Mainstreaming, and the syntheses of the Response to Inclusive Growth and Support for Agriculture and Agribusiness Growth and Productivity are ongoing.

		Year of (planned) delivery			
		2019	2020	2021	2022
<b>Evaluation Syntheses</b>					
Work program year	2019		Update and complement the Synthesis of Gender Mainstreaming		
	2020			Response to Inclusive Growth	
	2021			Support for Agriculture and Agribusiness Growth and Productivity	

● Completed ● Ongoing

## Other Products

Other products produced during the period include three Annual Reports for 2018, 2019 and 2020 and two MARS reports for 2019 and 2020. The MARS report for 2019 was the first of its kind produced by IDEV and presented to CODE. The 2021 MARS report is ongoing and will be delivered by the end of the year. The IDEV Evaluation Manual, which defines and ensures consistency of evaluation methods and processes, was produced at the end of 2019. The Manual is implemented systematically to increase the impartiality (objectivity in design and process), transparency and credibility of evaluations.

The 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 is currently ongoing.

		Year of (planned) delivery			
		2019	2020	2021	2022
<b>Other products</b>					
Work program year	2019	IDEV Annual Report 2018	IDEV MARS Report 2019	IDEV Evaluation Manual <i>(First version completed, currently being updated)</i>	
		IDEV Evaluation Manual			
	2020		IDEV Annual Report 2019	IDEV MARS Report 2020	
	2021			IDEV Annual Report 2020	
				IDEV MARS Report 2021	

● Completed ● Ongoing

## 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 builds in KM thinking from the initial stages of each evaluation and prepares a dissemination strategy for each evaluation that identifies key target audiences and the means of sharing evaluation knowledge with them. The results of this are, for example, seen in the Bank's new Gender Strategy, approved in December 2020, which was strongly informed by the learnings from IDEV's Gender Evaluation Synthesis, thanks to the preparation of tailored knowledge products and the holding of a capitalization workshop.

IDEV has reinforced its knowledge management and outreach goal over the period 2019–2021 to strengthen stakeholder engagement. This is in response to client demands as well as recommendations emerging from the independent peer review in 2018 on IDEV's activities. Since then, engagement with stakeholders has evolved with a series of knowledge activities, some of which relate to evaluations from the previous work program. IDEV's [Annual Reports](#) provide more details on the activities delivered each year.

### Evaluation Reports and Knowledge Products

IDEV laid out, published on its website, printed, 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. In 2019–2020, there was a strong demand from the Bank's Board and Management for evaluative knowledge, in particular lessons from experience, to inform new initiatives. IDEV therefore introduced Lessons Notes as a new product in its suite of knowledge products, already including briefs, highlights, infographics, videos, etc., and produced these for the evaluation synthesis of Gender Mainstreaming, for five evaluations related to the water sector (water supply & sanitation and agricultural water management), and for the impact evaluation of irrigation projects in Malawi.

To help the Bank respond more effectively to the COVID-19 pandemic, IDEV launched a dedicated microsite with relevant and actionable knowledge resources, including two IDEV Lessons Notes on lessons drawn from the Bank's response to the Ebola outbreak in 2014, and on lessons from the Bank's budget support instrument for countries experiencing a crisis.

### Evaluation Matters

Each year, IDEV produced and disseminated its quarterly magazine eVALUation Matters, which provides different views and insights on evaluation and development issues. Contributors to the magazine draw on their own knowledge and experience. Over the 2019–2021 period, eVALUation Matters has addressed topics such as Gender and Evaluation; Best Practices and Innovation; Made in Africa Evaluations; Promoting an Evaluation Culture; Evaluation of the Future; the AfDB Evaluation Week; and Civil Society in Evaluation.

### Knowledge Tools

#### The Management Action Record System

Together with the Bank's Department for Delivery, Performance Management and Results 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 31 December 2020, the MARS contained 771 actions in response to 254 recommendations from 62 evaluations. Management had completed 67% of the actions it committed to undertake while 26% of the actions were ongoing and 7% had not yet started.

In 2020, IDEV and Management for the first time decided to retire recommendations and their corresponding actions from the MARS because they were fully implemented, too old or no longer relevant given changes in policy or Bank reforms (in particular, the DBDM). This was repeated in 2021.

### The Evaluation Results Database

To make evaluation results easily available, IDEV continued to populate and enhance the fully searchable online Evaluation Results Database (EVRD) comprising findings, ratings, lessons and recommendations from the Bank's independent and self-evaluations. As of October 2021, the EVRD included 4589 lessons and 4774 recommendations, in both languages of the Bank (English and French) and these are accessible to the public, RMCs etc.



### 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, and to promote learning from evaluations for future policy and program design. While in 2019 events could still take place in-person, since 2020 all events have been organized remotely in compliance with the COVID-19 restrictions and the Bank's work from home policy. Internally focused events have included a three-part series on Program Based Operations in South Africa, Kenya, and Côte d'Ivoire; a knowledge-sharing event to discuss ways to boost private sector involvement in Africa's development; and webinars on integrating lessons from IDEV water and irrigation evaluations in new operations. IDEV also organized its biennial AfDB Development Evaluation Week in 2020, an international event, fully virtually. The event attracted more than 600 evaluators, government policy makers, parliamentarians, representatives from development partners, civil society actors, researchers, and academics from across Africa and the world to share their views and experiences around the theme: "From Learning to Transformational Change in Africa: Accelerating Africa's delivery of the Sustainable Development Goals in the Decade of Action".

IDEV staff also supported and participated in knowledge events organized by others such as the annual gLOCAL Evaluation Week and the Africa Evidence Conference.

### Annual Reports

Over the work program period, IDEV produced annual reports for 2018, 2019 and 2020, 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.

## Partnerships and Evaluation Capacity Development

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 each RMC 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.

Internally, IDEV undertook evaluation capacity development efforts aimed at enhancing and advancing a culture of evaluation 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 skill 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 trainings, webinars and other learning events on a variety of evaluation methodologies and practices.

Externally, IDEV contributed to both the 'supply' and 'demand' sides of evaluation (strengthening capacity and an evaluation culture) in RMCs through initiatives such as the African Parliamentarians' Network on Development Evaluation (APNODE), the CLEAR Initiative (Centers for Learning on Evaluation and Results), Evaluation Platform for Regional African Development Institutions (EPRADI) and EvalPartners, to name a few. In this regard, IDEV supported the organization of the 9<sup>th</sup> African Evaluation Association (AfrEA) biennial conference in Abidjan, and actively contributed to the event by facilitating three sessions. Over the work program period, IDEV continued its support for strengthening national monitoring and evaluation systems via its participation in Twende Mbele, a South-South peer learning partnership among six African governments. It also recently received a request from the Directorate of Technical Cooperation in Africa (DTCA) of the Nigerian Ministry of Foreign Affairs to support its evaluation activities. IDEV continued to support APNODE, whose Secretariat it hosts. The 2019 Annual General Meeting of APNODE was hosted by the Bank in Abidjan. It elected a new Executive Committee and reached out to regional parliaments across the continent. The 2021 Annual General Meeting took place online. IDEV's support to APNODE has resulted in strengthening the skills and competencies of APNODE members and other parliamentarians to demand and utilize evaluation.

Acknowledging the strong demand for evaluation capacity development by RMCs, IDEV continued to invest in strengthening existing partnerships in this area, among others with 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 (USAID) and the Global Evaluation Initiative (GEI). Furthermore, IDEV actively supported young evaluators and local evaluation associations as part of its mandate to develop the capacity of a cadre of evaluators in Africa.

## Challenges Faced by IDEV in Implementing its 2019–2021 Work Program

IDEV faced the following challenges in implementing its work program.

**The COVID-19 pandemic** has resulted in mission and travel restrictions that affected the conduct of evaluations in 2020 and 2021. Conducting empirical data collection and site visits for evaluations was challenging, and limited access to governments, beneficiaries and partners hindered evaluation teams' ability to conduct face-to-face interviews with key stakeholders. At the same time, the Bank moved all staff to working from home. In this environment, IDEV staff had to be creative and innovative in doing their work and make maximum use of the resources at their disposal. To address these challenges while continuing to implement its work program, IDEV employed alternatives to the classical in-

person methods of evaluation data collection, including virtual and online communication tools to interact with external stakeholders and Evaluation Reference Groups. It also hired local consultants for local data collection. Where feasible, new sources of evidence such as “big data,” geo-spatial data sets, satellite imagery and population mapping were also considered and applied.

However, at the beginning of the pandemic, both IDEV teams and evaluation participants **lacked experience with remote data collection methods**, i.e., the collection of data via phone, online or other virtual platforms, with participants and evaluators physically distanced. Remote data collection relies heavily on the use of telecommunications and digital tools, such as phone calls, online surveys, virtual communication tools (SMS, WhatsApp, Signal, etc.) and satellite imagery. However, **lack of connectivity** remains a key issue for many evaluators looking to leverage remote channels for the collection of information. Sharing documents remotely in low-network settings is difficult. Pivoting to remote enumerator training was entirely new and required investments and innovation in making sure data collectors had internet access. Quality control protocols, scheduling and activity design needed to be re-thought and adapted - phone surveys for example require shorter, simpler instruments to ensure quality and reduce fatigue.

**Delayed feedback from stakeholders, peer reviewers and reference groups:** 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. Going forward, IDEV will explore the possibility to include the work of internal peer reviewers in their key performance indicators during performance appraisal. This would likely create incentives for timely feedback on evaluation reports.

**KM, outreach and evaluation capacity development activities** have likewise been affected. It has been difficult to get through to certain target audiences. Also, attention spans are shorter as people are preoccupied with multiple matters. All activities have been taken online, which offers opportunities for broader participation, but can be a particular challenge for those with poor telecoms and internet connections – including African government officials, parliamentarians, academics and representatives of civil society. Event programs have had to be shortened and adapted as a consequence. ■



## 4 IDEV Strategic Directions for 2022–2024

The Independent Evaluation Strategy 2013–17<sup>12</sup>, extended to 2019, expired at the end of 2019. To inform the way forward, IDEV held consultations with CODE. It was agreed that there was no need to develop a new strategy, but rather to include a Strategic Directions chapter in IDEV's three-year work programs, to act as a bridge between the Bank's Independent Evaluation Policy and the work program, and to set out how the Policy will be implemented over the work program period. In 2020, IDEV set out new strategic directions aimed at:

- i) Focusing independent evaluations on interventions aligned with commitments under ADF-15, GCI-VII, the Bank's Ten-Year Strategy, and the High 5s.
- ii) Focusing independent evaluations where a gap in evaluative knowledge exists.
- iii) Increasing the utility of independent evaluations, by focusing more on incorporating knowledge from independent evaluations to inform policies, strategies, programs, and processes; and
- iv) Proactively providing targeted evaluative knowledge to the Bank and its RMCs.

In the 2022–2024 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, in line with the recommendations of the 2018 Independent Peer Review of IDEV, it will continue its regular consultation and briefing of Bank Senior Management, enhanced stakeholder engagement throughout the evaluation process, and strengthened knowledge sharing.

Furthermore, IDEV intends to pursue the following four key goals over the 2022–2024 period: i) meeting evaluative knowledge needs; ii) achieving the right balance in IDEV's product mix; iii) enhancing the quality and credibility of

12 <https://idev.afdb.org/en/document/african-development-bank-independent-evaluation-strategy-2013-2019>

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.

## Meeting evaluative knowledge needs

IDEV will firstly continue to deliver evaluations that align with the Bank's TYS and DBDM priorities and contribute to GCI-VII, ADF-15 and ADF-16 commitments. In addition, it will focus its evaluations on where a gap in evaluative knowledge exists. With over 100 evaluations delivered since 2015, 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. Many evaluations will 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). In its implementation, IDEV will continue to strengthen its engagement 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.

With the COVID-19 pandemic not yet abating, the demand for knowledge is expected to remain high, particularly on "building back better". Building on its previous experience of developing Lessons Notes and launching a dedicated microsite to help the Bank respond more effectively to COVID-19, IDEV will focus on helping the Bank to deal with the uncertainty by equipping it with critical knowledge that supports strategic planning in a volatile and uncertain environment. IDEV will have to reflect on, and factor in, both the direct and indirect effects of COVID-19 in many of its country, sector, and thematic evaluations — both in the content and the approach to the evaluation. This is where more rapid and real time evaluations may come in to provide operational learning.

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

Since the adoption of the Independent Evaluation Strategy 2013–2017, 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, the Strategy proposed a change in IDEV's product mix, sharply increasing 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 two work program periods. In addition, IDEV has introduced new products, including impact evaluations, country strategy mid-term evaluations, 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". 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. During the pandemic, there was strong demand for rapid evidence on what works and what does not, to inform equally rapid decision-making. At the same time, evaluation processes were hampered by travel restrictions and difficulties reaching

documentation sources and interviewees, leading many evaluations to be delayed. Because decision-makers do not only require quick yet credible information during emergency situations, an examination of evaluation methodologies that can deliver the required evidence more quickly is called for. The greater availability of (real-time) data sources, as set out in the Context chapter, should be helpful in this context.

Concretely, IDEV intends to introduce **Rapid Evaluation** during the 2022–2024 work program period. Rapid Evaluation is an approach designed to conduct an evaluation when time or resources are limited, to deliver evaluation findings quickly to inform decision making quickly and systematically. Many terms are used to describe this approach, including real time evaluation, rapid feedback evaluation, rapid evaluation methods, rapid-cycle evaluation, and rapid appraisal. The common feature of these different models is the expedited implementation timeframes, which range from ten days to six months. The scope of such evaluations is necessarily narrow, with a limited set of very focused evaluation questions. In Rapid Evaluation, the primary data collection methods are qualitative — interviews, direct observations, focus group discussions, and so on — although quantitative techniques like surveys are also often used. Rapid Evaluations, like evaluations in general, can be carried out at any stage of an intervention. Starting from an ex-ante evaluation that takes place prior to intervention initiation, a Rapid Evaluation could be used to determine what issues need to be addressed by the intervention. At an intervention's midterm, it could be used to identify and make recommendations to fix issues as they occur. Finally, at an intervention's end, it could be used to assess successes, weaknesses, and potential for replication and/or scale-up. Additionally, results generated from an ex-ante evaluation can serve as a baseline for measuring an intervention's performance as well as providing valuable contextual information about local beliefs, norms, risk behaviors and “hotspots” that can be integrated into the intervention design.

## Enhancing the quality and credibility of evaluation work

Although the 2018 Independent Peer Review found that IDEV performs well in terms of quality and credibility, it is important to continuously seek out ways for further improvement to deepen the impact and influence of evaluations throughout the AfDB. While the gradual lifting of travel and other restrictions related to the pandemic is expected to permit the resumption of traditional data collection and face-to-face contact with stakeholders, IDEV intends to maintain other remote methods of data collection going forward. The increase in the number and types of data sources and the rapid advances in technologies mentioned in the Context chapter are therefore an opportunity to seize and harness.

Any intervention is affected by the broader context within which it operates. This requires the use of complexity-responsive evaluation designs, and data collection systems that can generate and analyze the kinds of data required to model complexity. **Big data** offers a large increase in the types of data that are feasible to collect, and reduction in the time and cost of data collection. **Satellite images** can collect, on a continuous basis, aerial images of infrastructure, economic activity, migration patterns, temperature, moisture levels and other characteristics of the natural environment. **Social media** such as Facebook, WhatsApp and Twitter generate large amounts of information on users' attitudes and behavior. In the area of **data analytics**, machine learning and Artificial Intelligence algorithms can be trained to accurately find matched comparison groups by building predictive models for determining each community's 'likelihood' to receive an intervention and can be used to find natural experiments in historical big data to derive quasi-experimental conclusions about the attribution or contribution of programs and policies to population or community outcomes. Once these algorithms have been trained on one or more datasets, it is possible to automate the evaluation and learning process, thereby reducing the time and resources it would typically take to conduct an evaluation.

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, means that evaluators will be able to reduce the time and effort spent



on data collection and routine analysis, 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. IDEV will explore and institutionalize the use of these technologies. The investments in these technologies will initially require an increase in budget, but in the long run, the cost will come down.

## Strengthening the utilization of evaluations

The Independent Peer Review concluded that the use of evaluations within the AfDB could be improved. Over the 2019–2021 work program period, both Bank Management and IDEV have made efforts to consistently signal the need for learning from evaluations and to strengthen the evaluation culture within the Bank. Collaboration has been reinforced and the demand for evaluation lessons has increased. Now, endowed with four additional staff members specifically tasked with enhancing stakeholder engagement throughout the evaluation process, IDEV will strengthen its efforts to promote learning from evaluations and to enhance the feedback loop by which evaluative knowledge informs new policies, strategies, processes, and operations.

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 some positive experiences in 2020<sup>13</sup>, 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. 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, 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. ■

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13 For example, the learning event organized jointly with the Bank's Water and Agriculture departments on lessons from IDEV's evaluations in the area of water & sanitation and agricultural water management, and the two webinars organized jointly with the Malawi Country Office, for Bank staff and for government officials, on the outcomes of the impact evaluation of two irrigation projects in Malawi. See the [IDEV 2020 Annual Report](#).







# 5 Work Program Proposal 2022–2024

## Introduction

The 2022–2024 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, the external Quality Assessment of IDEV Evaluation Products and the Independent Peer Review recommended putting more emphasis on stakeholder engagement and the utility of evaluations. The work program will maintain IDEV's alignment with the Bank's TYS, DBDM priorities, GCI-VII and ADF-15/16 commitments. It will respond to the needs of key stakeholders and potential users and focus more strongly on the use of evaluations. Building on the 2019–2021 work program, IDEV will focus on the following activities:

- Higher level evaluations (country & regional, thematic/sector and corporate evaluations) will continue to be the key focus.
- The project level will be addressed through project cluster evaluations which are focused on learning, and impact evaluations.
- 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.
- Methodological approaches which are in line with the COVID-19 pandemic context (application of technology in the conduct of evaluations and use of Rapid Evaluation methodology) will be used.
- 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 systems and capacities and the evaluation culture within the Bank and RMCs will continue to be strengthened.

## 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 longlist of potential evaluations.

**Phase II** sought to prioritize evaluations from the list generated in phase I based on four key criteria, namely timeliness, primary stakeholder interest, materiality and alignment with DBDM priorities (especially for corporate evaluations). 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 all Bank complexes, and an external stakeholder survey.

**Desk review:** this involved a thorough review of all relevant Bank documents, including the IDEV 2019–2021 work program and its 2019 and 2020 updates, the Independent Evaluation Policy and Strategy, IDEV 2019 and 2020 Annual Reports, Bank work program, various Bank policies and strategies, IDEV Strategy assessment report, 2021 CSP status overview, the Quality Assessment of a sample of Evaluation Products, and the Stakeholder Survey Results Report. A list of potential evaluations was drawn up based on i) priorities identified in the TYS and the High 5s; ii) potential to inform the development of new Bank and country/regional policies, strategies, and processes; and iii) evaluations carried over from the 2019–2021 work program.

**Consultations/discussions with IDEV:** An online survey was administered to IDEV staff with a set of questions and asking them to make proposals. This was followed by presentation of the findings of the survey and further discussions on the evaluations to be included in the 2022–2024 work program.

**Bank-wide and external stakeholder consultations:** The other consultations were Bank-wide and involved virtual meetings with members of CODE and Vice Presidents, Directors, Managers and Lead officers from all Bank complexes, and other operational professional staff, 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 then subjected to a systematic priority setting exercise based on four key criteria to generate the most potentially useful /influential evaluation topics for the IDEV 2022–2024 work program. The priority setting criteria are presented below; a four-point priority scale (very high, high; medium; low) was used for each.

- 1) **Timeliness:** 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.
- 2) **Primary stakeholder interest:** the level of interest expressed by the primary stakeholders (Board/CODE; Senior Management). These interests were revealed during the consultations on the evaluation topics. In defining a particular evaluation as being of very high, high, medium, or low interest, the priority given by the stakeholders was used.
- 3) **Materiality:** the extent of the relevance or significance of the area of intervention to the Bank in terms of portfolio size (large or increasing) and/or innovation (including new or pilot initiatives, change of credit status for countries, etc.).
- 4) **Alignment with DBDM priorities** (mainly for corporate evaluations): it is challenging to assess corporate evaluations based on Materiality. Consequently, suggested corporate evaluations were assessed against their alignment with the DBDM priorities instead. These are: Move closer to clients; Reconfigure Headquarters to support regions; Performance culture and accountability; Streamlining business process; Improve financial sustainability and increase development impact.

The evaluations proposed are aligned with Bank priorities and GCI/ADF commitments. Some judgment was applied as well to ensure a balanced work program that responds to different needs. It is important to note that evaluations already 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 cluster 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.

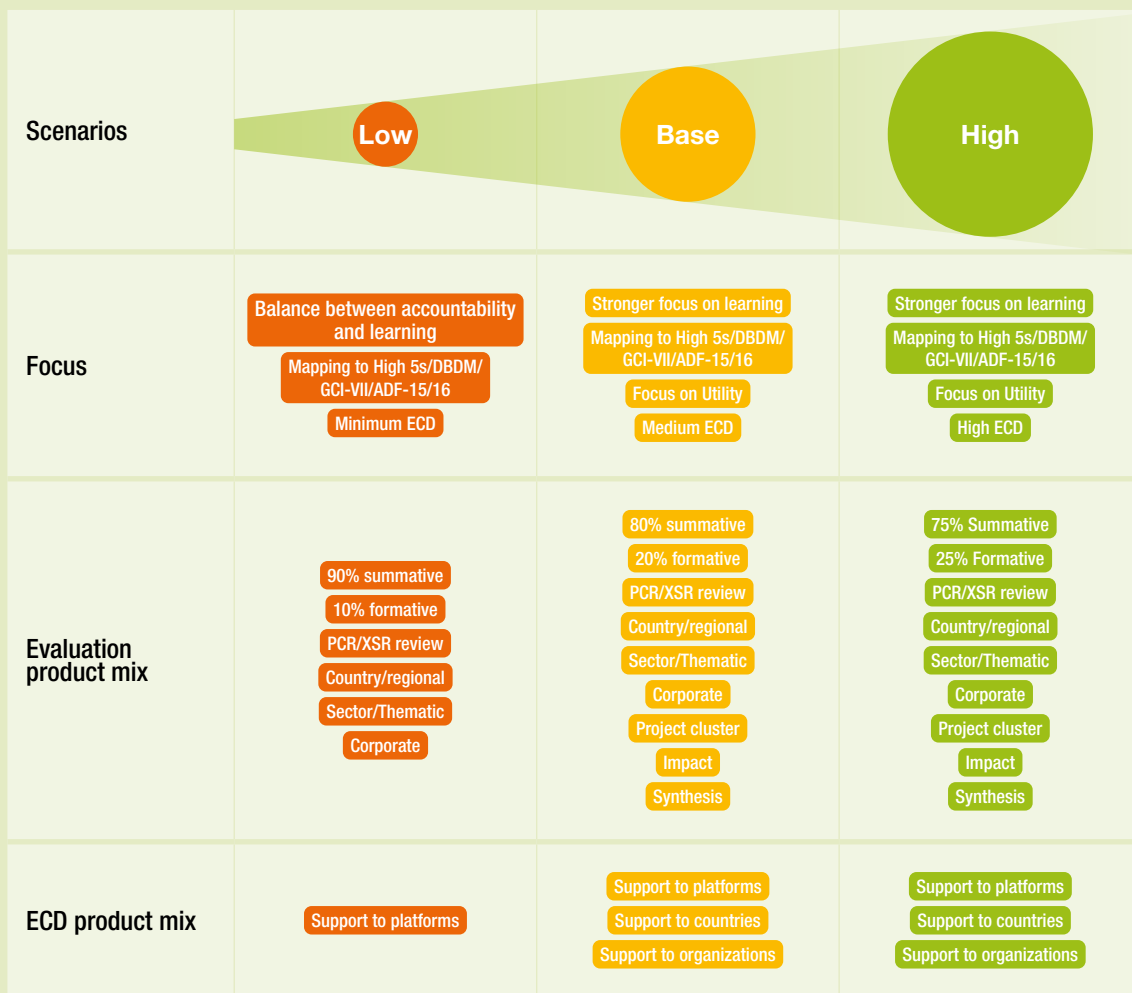
The three scenarios presented below are the result of this priority setting exercise. Defining the three scenarios involved selecting evaluations in descending order on the priority list and ensuring the appropriate mix of evaluation types/product lines for each scenario in support of the key objectives of IDEV and mapping evaluations to the High 5s and the DBDM. The average number of evaluations contained in the 2019–2021 work program provided the basis for the base-case scenario.



### Three scenarios for IDEV’s 2022–2024 work program

This proposal identifies three different scenarios for IDEV’s 2022–2024 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. Figure 1 describes the main features of the three scenarios by organizing in different ways the higher priority evaluations. Table 1 then presents the details of each scenario. Any 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.

Figure 1: Summary features of the three scenarios



**Table 1:** Detailed presentation of the three scenarios

	2022	2023	2024	Total number of products
<b>PCR &amp; XSR Validations</b>				
<b>Low</b>				
PCR Validation	Up to 65	Up to 65	Up to 65	
XSR Validation	Up to 25	Up to 25	Up to 25	
PCR/XSR Validation Synthesis Report		1		1
<b>Base</b>				
PCR Validation	Up to 65 (with 10% field visits)	Up to 65 (with 10% field visits)	Up to 65 (with 10% field visits)	
XSR Validation	Up to 25	Up to 25	Up to 25	
PCR/XSR Validation Synthesis Report	1		1	2
<b>High</b>				
PCR Validation	Up to 65 (with 20% field visits)	Up to 65 (with 20% field visits)	Up to 65 (with 20% field visits)	
XSR Validation	Up to 25	Up to 25	Up to 25	
PCR/XSR Validation Synthesis Report	1		1	2
<b>Project Cluster Evaluations</b>				
<b>Base</b>	1	1	1	3
	Technologies for African Agriculture Transformation	Bank's support to rail and aviation infrastructure in RMCs	Bank-funded Projects to support RMCs in the area of Climate Change	
<b>High</b>	2	2	2	6
	TBD	Affirmative Finance Action for Women in Africa (AFAWA)	TBD	
<b>Impact Evaluations</b>				
<b>Base</b>	1	-	1	2
	A health infrastructure project		A Jobs for Youth project	
<b>High</b>	1	-	1	2
<b>Country &amp; Regional Evaluations</b>				
<b>Low</b>	2	2	2	6
	eSwatini CSP MTR Validation	Namibia CSPE	The Regional Integration Framework (2018-2025)	
	Sudan CSPE	RISP North MTE	Cameroon CSP MTE	
<b>Base</b>	4	4	4	12
	Kenya CSPE	Tanzania CSP MTE	Gambia CSPE	
	Liberia CSPE	Sierra Leone CSPE	Seychelles CSP CR Validation	
<b>High</b>	5	5	5	15
	Eritrea CSPE	Lesotho CSP CR Validation	Madagascar CSP MTE	

	2022	2023	2024	Total number of products
<b>Sector &amp; Thematic Evaluations</b>				
<b>Low</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
	Economic and Sector Work	Transport Sector Evaluation	Implementation of the Selectivity Framework	
<b>Base</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>7</b>
	Mid-Term Evaluation of Results Based Financing Policy (2017)	Bank's Support for Economic Diversification	Implementation of the Multidimensional Debt Action Plan (2021-2023)	
			Africa Investment Forum (rapid evaluation)	
<b>High</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>10</b>
	Effectiveness of Bank's Knowledge Products	TBD	Bank's support to ICT in RMCs	
<b>Corporate Evaluations</b>				
<b>Low</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
	HR Evaluation 1 (Recruitment, Retention, Career Progression, Performance Management)	Bank's Decentralization	Implementation of GCI-VII commitments	
<b>Base</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>6</b>
	HR Evaluation 2 (Right sizing & Incentive structure)	Implementation of the One Bank Approach	Bank's External Communication	
<b>High</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>9</b>
	Bank-wide Organizational Change Management	Implementation of the Bank's Quality Assurance Plan or Business Process Re-engineering	Budget Process or Long term financial sustainability framework	
<b>Evaluation Syntheses/Comparative Studies</b>				
<b>Base</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
	Evaluation Synthesis of Public Financial Management	Comparative Study: MDB Operating Models	Evaluation Synthesis of Technical Assistance	
		Evaluation Synthesis of Policy Dialogue		
<b>High</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
<b>Sub Total</b>				
<b>Low</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>13</b>
<b>Base</b>	<b>12</b>	<b>11</b>	<b>13</b>	<b>36</b>
<b>High</b>	<b>16</b>	<b>15</b>	<b>17</b>	<b>48</b>



	2022	2023	2024	Total number of products
<b>Knowledge management/Dissemination/Outreach (same for all scenarios)</b>				
Knowledge events	10	10	10	30
Evaluation Matters	3	3	3	9
Evaluation Week	1		1	2
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	6
Support to platforms (Base)	2	2	2	6
Support to countries (Base)	7	7	7	21
Support to organizations (Base)	1	1	1	3
Support to countries (High)	7	7	8	22
Support to organizations (High)	2	2	2	6





## Evaluations

This section sets out the specific evaluations that will be started during the 2022–2024 period in the base case scenario. A brief indicative description of each evaluation is included in Annex 1. The final scope and focus of the evaluation and the evaluation questions to be examined will be determined during the scoping phase of each evaluation.

### Project Level Evaluations

Project level evaluations are critical building blocks for CSPEs, sector, thematic and corporate level evaluations. However, independent evaluation of every Bank project is neither practical nor affordable. Consequently, IDEV will maintain a focus on higher-level evaluations and does not aim at reintroducing single project evaluations. Cluster evaluations will continue to be used mainly for learning, as they were in the 2019–2021 work program.

### PCR and XSR validations

As was the case in the 2019–2021 work program, IDEV will endeavor to conduct desk-based reviews of up to 65 PCRs and 25 XSRs in each year for the next three years. 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 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.



## Cluster evaluations

As noted earlier, cluster evaluations examine a group of similar or related interventions that have potential for the extraction of broader lessons. IDEV plans to start three cluster evaluations in the next three years in the base case scenario, to extract lessons from the Technologies for African Agriculture Transformation (TAAT) program, the Bank's support to rail and aviation infrastructure (to inform and support the evaluation of the Bank's support to the transport sector, see below), and Bank-funded projects to support RMCs in the area of Climate Change.



## Impact Evaluations

Due to the high cost and skill requirements for impact evaluations, IDEV needs to be strategic in identifying where it can add value, both for learning purposes and to support the development of an evaluation culture within the Bank. Consequently, two impact evaluations have been proposed for the 2022–2024 work program. IDEV will carefully select the interventions for impact evaluation. Prior to launching an impact evaluation, an evaluability assessment will be carried out to ensure the feasibility and cost effectiveness of the evaluation. The following criteria, which have been used to identify the impact evaluations in past work programs, will apply.

- Risk level: an impact evaluation can be carried out for projects that are considered a high risk for the Bank;
- High likelihood of the impact evaluation to produce useful information within resource and time constraints;
- High relevance of the evaluation to Bank or RMC strategies or the High 5s;
- Scaling up: an impact evaluation can be conducted for projects that the Bank is considering scaling up;
- Timeliness.

Two impact evaluations in the areas of Health infrastructure and Jobs for Youth have been proposed and will be further examined.



### Country and Regional Strategy Evaluations

The number of country and regional strategy and program evaluations proposed in the work program for 2022–2024 is comparable to that of 2019–2021 work program. Overall, IDEV plans to conduct approximately four CSPEs each year in the base case scenario. This will include CSP Mid-Term Review and Completion Report validations (eSwatini, Lesotho, Seychelles) and Mid Term Evaluations (Tanzania, Cameroon, Madagascar, RISP North). The plan also includes the evaluation of the Bank's Regional Integration Framework (started in 2018 and expiring in 2025) to inform the next generation of RISPs. Candidate countries for CSPEs are selected purposively based on several criteria to ensure appropriate coverage in terms of timeliness, country types and year in which the CSP ends, with the aim of gathering learning that is used to inform the next strategy. These include Kenya, Sudan, Liberia, Namibia, Sierra Leone and the Gambia among others.

### Sector and Thematic Evaluations

IDEV plans to start two sector and thematic evaluations each year over the next two years and three evaluations in the final year. The focus of sector and thematic evaluations is guided by the priorities established by the Bank, such as the High 5s, so they can inform possible changes in the future. The evaluations will encompass the Bank's Economic and Sector Work, its support for the Transport sector (to be informed by a cluster evaluation of rail and aviation projects, see above), the Selectivity Framework as well as the Results-Based Financing Policy. In addition, IDEV intends to conduct a rapid evaluation of the Africa Investment Forum, focused on a limited number of evaluation questions.

### Corporate Evaluations

Corporate evaluations will continue to be significant tools to enhance the overall efficiency and effectiveness of the Bank. IDEV plans to start two corporate evaluations each year for the next three years in the base case scenario. Corporate evaluations will continue to focus on key strategies and processes critical for institutional efficiency and development effectiveness, including Human Resources Management (Recruitment, Retention, Career Progression, Performance management, Right sizing and Incentive structure), External communication, the Bank's Decentralization, Implementation of the One Bank Approach, and Implementation of GCI-VII commitments.



## Evaluation Syntheses and Comparative Studies

Evaluation syntheses and comparative studies are a cost-effective approach that leverage knowledge and evaluative evidence already available within the Bank and in other institutions. Typically, they focus on a specific theme of interest and pull together lessons of experience that can be valuable to the Bank and its clients. The selection of such a theme will be based on the level of credible and reliable information available on the theme and the usefulness of such a study to potential users. IDEV will start evaluation syntheses of Public Financial Management, Policy Dialogue and Technical Assistance, as well as a comparative study of MDB operating models, in the next three years.



## 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 2022–2024 work program. There will be greater attention to being responsive to stakeholders, knowledge sharing, learning and use of evaluations.

IDEV 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 defined communications and knowledge sharing processes to ensure effective management and sharing of evaluation knowledge.
- 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, etc., but also to promote that borrowers and other partners take them into account in supporting the Bank's operations in RMCs.

## 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 2022–2024 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. In addition, as mentioned above, IDEV recently received a request from the **DTCA** of the Nigerian Ministry of Foreign Affairs to support its evaluation activities. The DTCA is the originator of the Nigerian Technical Cooperation Fund at the AfDB, a grant facility for development projects and programs to support the socio-economic and technological development of RMCs as well as to promote regional cooperation and economic integration in Africa. IDEV will provide technical assistance to DTCA to enhance its M&E function during the 2022–2024 work program period.

Other engagements to strengthen individual and institutional evaluation capacities and the enabling environment for evaluation, such as with **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, the **CLEAR centers for Anglophone, Francophone and Lusophone Africa, UNICEF, UN-Women** and **UNDP** will be scaled up to mutually advance institutions' evaluation capacity development mandates, and exploratory conversations which have started with **USAID** and the **Commonwealth Secretariat** will 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 80,000 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.



## 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 need of 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 fully developed, IDEV will update its evaluation manual using these guidelines. It will also continue to invest in enhancing the capacities of its staff. The challenges mentioned above with conducting empirical data collection and site visits during the COVID-19 pandemic led to the use of remote data collection tools and new sources of evidence such as “big data” and geo-spatial data, as well as remote engagement with external stakeholders and Evaluation Reference Groups. Since IDEV expects to continue using these approaches, it will build staff capacity in remote data collection and remote stakeholder engagement through two trainings in 2021, to prepare for the 2022–2024 period.

To implement the use of rapid evaluation methodology to meet stakeholders' urgent needs of evaluative information, as proposed in the Strategic Directions chapter, IDEV will organize rapid evaluation training for its staff in 2022. The same applies to the modern data technologies mentioned above. It has also worked with the HR department on developing a competency framework for IDEV staff, which will inform on the strengths and weaknesses of the department. The improvement of staff competencies through skills development, training, mentoring, and greater emphasis on teamwork within and across divisions will continue.

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. The optimal option would be to conduct remote consultations with mixed teams of national and international consultants providing guidance and quality assurance. 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.

IDEV will also use different methodologies to collect information. Blending both online and offline approaches and leveraging alternate channels to gather information can sometimes provide the best results where connectivity is low and/or survey fatigue high. The most important is to make sure that the methods we use are both safe for the individuals consulted in the various contexts, and appropriate to meet our information needs.



### A refined rating scale

IDEV uses a rating system to assess the performance of Bank interventions, with a harmonized rating scale applied to all interventions to facilitate synthesis and ensure that all evaluations provide consistent ratings. In 2017, CODE recommended a change from the 6-point rating scale that IDEV had been using for higher-level evaluations to a 4-point rating scale (Highly Satisfactory — Satisfactory — Unsatisfactory — Highly Unsatisfactory) to provide greater clarity on whether Bank performance is truly positive or negative. IDEV subsequently implemented this scale in its higher-level evaluations. It was agreed to implement the 4-point rating scale as a pilot for a period of two years, to be followed by an assessment. (Annex 3).

After several years of experience with the 4-point rating scale, IDEV concludes that a refinement of the scale is warranted. IDEV is unique among the independent evaluation offices of Multilateral Development Banks to have a steep jump from Unsatisfactory to Satisfactory, with no rating in between these two. This has caused frictions with Management over evaluation ratings, particularly in the case of Unsatisfactory ratings being attributed there where Management felt that progress made was not being sufficiently recognized. Feedback on the 4-point rating scale from IDEV evaluators and consultants and from Bank operations staff and Management, supplemented by the lessons from the [evaluation of the AfDB's Self-Evaluation Systems and Processes](#), the [Quality Assessment of IDEV Evaluation Products](#), the [Independent Peer Review](#), and a review of the rating scales used by other ECG members also all point to the need for refinement of the rating scale, particularly its labels, to allow for a more nuanced appreciation of interventions that have not been fully Satisfactory but achieved more than what would warrant an Unsatisfactory rating.

In addition, in the context of the One Bank approach, the AfDB is pursuing harmonization of the evaluation criteria for its **project-level evaluations** of sovereign and non-sovereign operations, whereby individual criteria will be assessed on a 4-point scale and key indicators will be assessed on a 6-point scale. This will provide greater granularity in analysis and reporting and further enable direct comparison of sovereign and non-sovereign operations' performance. The rating scale for **higher-level evaluations** should likewise be aligned and harmonized, to ensure a consistent rating system across the Bank, for both self-evaluation and independent evaluations.

Concretely, IDEV plans as follows for higher-level evaluations (see Annex 3 for details):

- I Use a 4-point rating scale for individual evaluation criteria.** For individual criteria (relevance, coherence, effectiveness, efficiency, and sustainability), IDEV plans to use a four-point rating scale: **Highly Satisfactory (4) – Satisfactory (3) – Partly Unsatisfactory (2) – Unsatisfactory (1)**.
- I Use a 6-point rating scale for overall performance.** The overall performance rating is derived from an assessment of relevance, coherence, effectiveness, efficiency and sustainability. Given that it is a summary assessment, more gradation is possible than for one criterion, therefore IDEV plans to use a 6-point scale, as follows: **Highly Successful (6) – Successful (5) – Mostly Successful (4) – Mostly Unsuccessful (3) – Unsuccessful (2) – Highly Unsuccessful (1)**.

IDEV considers this proposed rating scale to be better aligned with other development institutions and good practice and plans to implement it as of the 2022–2024 work program. ■







## 6 Resource Requirements

This section presents budget estimates for the three scenarios described above. Budgets are based on cost assumptions made up of staff costs and direct costs (such as consultants, missions and meetings), which constitute different commitment items in the Bank's budget system.

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 12 and 18 months depending on its complexity.

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. 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 — again leading to a greater use of individual consultants. 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. This is a global phenomenon which not only affects the AfDB but other international financial institutions and bilateral development agencies as well.

The COVID-19 pandemic also has cost implications: reduced travel by IDEV staff and fewer physical events imply cost savings but replacing physical field visits with the hiring of local consultants and/or the use of costly remote data collection technologies increases costs. As of 2022, we expect expenditures for missions to pick up as travel restrictions are lifted and teams can go to the field again, but not to regain their former level, since increased use of virtual communication facilities will likely become a permanent feature. At the same time, these savings will be balanced by the need to hire local consultants to assist with obtaining reliable information from the field, and the costs of modern technology for innovative remote data collection methods.

Finally, 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 requires additional time and effort on the part of IDEV staff.

### Budget Use and Estimates

In recent years, IDEV has made good use of the administrative budget allocated to it, as shown in Figure 2. The dip in 2020 is due to missions and meetings/events budget remaining unused due to COVID-19 related travel restrictions, which impeded all missions after February 2020, and all meetings and events (such as the 2020 Evaluation Week) were held online. It is expected that official mission travel and face to face meetings and events will start to resume as of end 2021.

The budget estimates for the 2022–2024 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.



Figure 2: Budget execution rate (%)

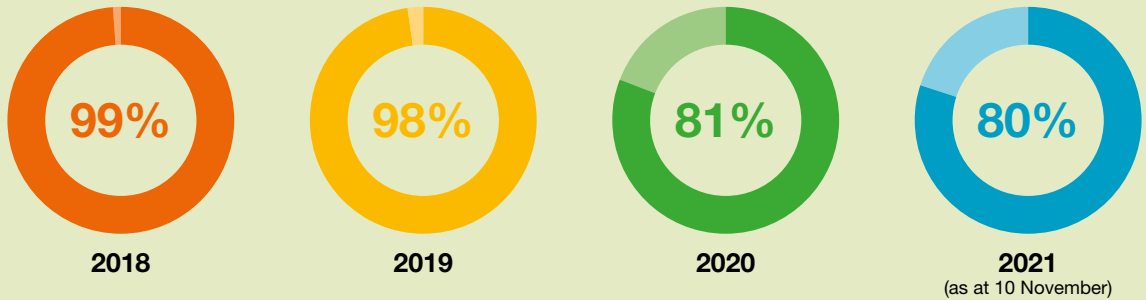
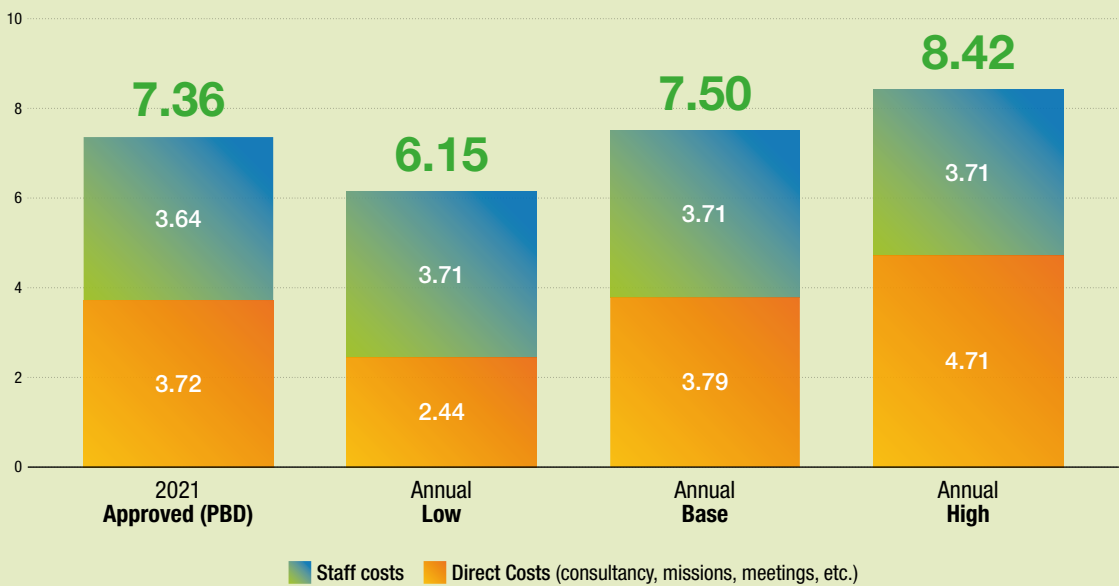


Figure 3: Overview of the annual budget under the three proposed scenarios (UA million)



- Inflation at the Bank's Headquarters, where IDEV is located, is estimated at 2.0% as per the final PBD for 2021–2023<sup>14</sup>, Annex II.
- Staff costs in the base case in Figure 3 are based on the existing positions.

The envelope of resources requested for the 2022–2024 work program period amounts to UA 7.50 million per year in the base case, which implies a flat budget in real terms (Figure 3). The nominal increase of UA 140,000 per year as compared to the approved budget for IDEV in 2021 (UA 7.36m) corresponds to the 2.0% HQ inflation rate used in the final 2021–2023 PBD. This correction for inflation only follows three years of flat budget over the 2019–2021 work program period and is lower than the growth that Management foresees for the Bank's overall administrative budget for 2022 (3.16%<sup>15</sup>). ■

**The AfDB Board of Directors approved the Independent Development Evaluation Work Program for 2022–2024, and specifically the base case scenario, on 2 December 2021.**

<sup>14</sup> <https://www.afdb.org/en/documents/2021-2023-work-programme-and-budget-document-pbd>

<sup>15</sup> Strategic Orientation of the 2022–2024 Work Program and Budget, ADB/BD/IF/2021/98



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# Annexes

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# 1 Indicative Description of proposed Evaluations (base case scenario) for 2022–2024

Type of evaluation	Focus	Alignment with needs for evaluative information
<b>Validation</b>		
<b>Project completion reporting (PCR &amp; XSR) validation</b>	IDEV will validate the performance of up to 65 completed public sector and up to 25 private sector projects with a project completion or expanded supervision report and will evaluate the quality of the PCRs and XSRs, to produce PCR and XSR validation notes. It will also implement field visits for a sample of the completed projects with a completion report.	To provide Bank Management and staff and implementing agencies with critical findings and lessons regarding the implementation and effectiveness of projects supported by the AfDB, and the quality of PCRs and XSRs.
<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. The lessons will also be uploaded to IDEV's evaluation results and lessons learned database for wider dissemination.	To provide the Board and Bank Management with a biennial report on the performance of Bank-supported projects and the quality of self-evaluation in the Bank, and Bank staff with lessons in these two areas.
<b>Project Cluster</b>		
<b>2022</b>	<p><b>Technologies for African Agricultural Transformation (TAAT)</b></p> <p>The Technologies for African Agricultural Transformation (TAAT) program is a key priority of the AfDB's agricultural transformation agenda also known as the Feed Africa Strategy. TAAT is essentially a knowledge- and innovation-based response to the recognized need for scaling up proven technologies across Africa aiming to boost productivity and to make Africa self-sufficient in key commodities.</p> <p>The evaluation will examine the strategic orientation, design and focus of the interventions and the Bank's support to the promotion of these technologies and will assess the contribution of the Bank's efforts to the outcomes realized.</p>	To generate findings and lessons that will inform implementation of the Feed Africa Strategy (2016–2025). It will also provide evidence to inform decision-making on TAAT Phase 2.
<b>2023</b>	<p><b>Bank's support to Rail and Aviation infrastructure in RMCs</b></p> <p>To inform and support the evaluation of the Bank's support to the Transport Sector (see below). This evaluation will focus on the relevance, efficiency, effectiveness, and sustainability of a cluster of Bank projects in the Rail and Aviation sub-sector in selected RMCs.</p>	It will provide lessons to inform future strategic and operational directions for the Bank's assistance in the rail and aviation sub-sector, and the transport sector more broadly, and inform a future revision of the AfDB Transport Sector Policy (1993).



Type of evaluation	Focus	Alignment with needs for evaluative information
2024 <b>Bank-funded projects supporting RMCs in the area of Climate Change</b>	Climate change is an integral part of the TYS and GCI-7 commitments and an increasing area of Bank support. The Bank is expected to adopt a new Climate Change and Green Growth Policy, Strategy and Action Plan by end-2021. In 2024, IDEV will evaluate a cluster of projects through which the Bank supports RMCs in their response to climate change. Specifically, the evaluation will focus on the design and coverage of interventions and internal organizational arrangements, collaboration, and coordination. It will also cover climate financing and project performance to the extent possible. Finally, it will draw lessons from the Bank's support to RMCs in their efforts to adapt to and mitigate the impact of climate change, to inform future operations.	To provide the Board and Bank Management with early lessons from the implementation of the new Climate Change Policy, Strategy and Action Plan, and inform the next Bank Group Climate Change Action Plan. The Bank's Climate Change Action Plan is informed by and guides the implementation of the Bank's Climate Risk Management and Adaptation Strategy and Clean Energy Investment Framework, which address the broader issues of climate change adaptation and mitigation respectively.
<b>Impact</b>		
2022 <b>A Health Infrastructure Project</b>	The evaluation will focus on the project's impact on health outcomes and quality of services relating to the target population.	To inform the design and implementation of future projects under the Bank's new Strategy for Quality Health Infrastructure in Africa 2021–2030, expected to be approved by end 2021, by providing Bank Management, staff and the Board with useful lessons regarding the Bank Group's assistance to health infrastructure in RMCs.
2023	-	
2024 <b>A Jobs for Youth Project</b>	This evaluation will focus on the impact on social and economic indicators of a selected Jobs for Youth project in an RMC.	The Jobs for Youth in Africa Strategy 2016–2025 foresees a series of impact evaluations of a subset of activities in different intervention areas under the Strategy, in order to assess the overall job creation impact of the Strategy. This evaluation will complement these impact evaluations foreseen in the Strategy and will also guide future directions of a possible successor strategy.
<b>Country and Regional Integration Strategy and Program</b>		
2022 <b>eSwatini CSP Mid-Term Review validation, Sudan CSPE, Kenya CSPE, Liberia CSPE</b>	As the Bank's new CSPs for Kenya, Sudan, and Liberia are expected for Board consideration and approval in 2023 or 2024, IDEV will in 2022 start evaluations of the Bank's CSP for each of these countries. It will also validate Management's MTR of the eSwatini CSP, as previously agreed. Each CSP evaluation will focus on how well the CSP was designed (including positioning & selectivity and addressing the most pressing development constraints) and implemented, and the extent to which it produced results and contributed to national development outcomes. It will also look at what CSP aspects worked, what did not work 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 are completed, and new ones are designed, discussed, and approved for implementation. The CSPs of Kenya, Sudan and Liberia are ending in 2023 or 2024. The evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSPs.

Type of evaluation	Focus	Alignment with needs for evaluative information
2023 <b>Namibia CSPE, RISP North mid-term evaluation, Tanzania CSP mid-term evaluation, Sierra Leone CSPE</b>	IDEV will in 2023 start its evaluations of the current CSPs for Namibia and Sierra Leone to inform the development and discussion of new CSPs for the two countries. The Tanzania CSP mid-term evaluation will examine the implementation of the Tanzania CSP while the RISP North mid-term evaluation will examine the implementation of the RISP for North Africa. The evaluations will focus on the relevance, positioning, effectiveness, efficiency, sustainability, and contributions to national / regional development outcomes.	The CSPs of Namibia and Sierra Leone are ending in 2024. The evaluations will provide findings, lessons and recommendations that will feed into the development of the next CSPs. The MTEs will provide findings and lessons for the implementation of the Tanzania CSP and RISP North for the remainder of the period.
2024 <b>The regional integration Framework (2018–2025), Cameroon CSP mid-term evaluation, Gambia CSPE, Seychelles CSP Completion Report validation</b>	IDEV will evaluate the Regional Integration Framework 2018–2025 and the CSP for Gambia. It will also conduct a mid-term evaluation of the Cameroon CSP and validate Management’s Completion Report of the Seychelles CSP.  Each evaluation will focus on how well the underlying document was designed (including positioning and addressing the most pressing development constraints) and implemented, and the extent to which it produced results and contributed to national/regional development outcomes. It will also look at what aspects worked, what did not work and why.	The CSP of Gambia is ending in 2025. The evaluation will provide findings, lessons and recommendations that will feed into the development of the next CSP. The evaluation of the Regional Integration Framework will provide findings, lessons and recommendations for the next strategic document, while the Cameroon CSP MTE will provide lessons for implementation of the CSP for the remainder of the period. The Seychelles CSP CRV will validate the results obtained from the self-evaluation.
<b>Sector and Thematic</b>		
2022 <b>Economic and Sector Work</b>	This evaluation follows on from IDEV's 2013 evaluation of Economic and Sector Work, which focused mainly on the processes and procedures for the preparation of ESWs. As indicated in that evaluation, this second phase of the ESW Evaluation aims to take a summative evaluation perspective, focusing on outcome and impact, and therefore completing the work undertaken during the first phase. This phase will concentrate on three aspects: i) Technical Quality of Bank ESW reports; ii) Budget and costing of ESW at the Bank; and iii) Impact of ESW.	To inform the Bank’s Management and the Board on the quality and impact of ESWs. It will also inform the implementation of the Bank’s Knowledge Management Strategy 2022–2026 and the AfDB Strategy for 2023–2032 which is under preparation.
<b>Mid-term evaluation of the Results Based Financing Policy (2017)</b>	The evaluation will focus on the Bank’s policy and strategy for Results Based Financing Operations across sectors and regions and will assess the results gained so far in implementing these operations.	To inform the implementation of the Results Based Financing Policy for the remainder of the period.
2023 <b>Transport Sector</b>	IDEV’s previous transport sector evaluation covered the period 2000–2011. This evaluation will examine the Bank’s support to the transport sector over the period 2012–2021 and will assess its relevance, coherence, efficiency, effectiveness, and sustainability. It will also generate useful lessons and recommendations. Two cluster evaluations of Bank-funded Road projects (2021) and rail and aviation projects (2023) will provide deeper knowledge on these two sub-sectors.	The evaluation will provide lessons and recommendations to inform the future revision of the Transport Sector Policy (1993).

Type of evaluation	Focus	Alignment with needs for evaluative information
	<p>For decades, economic diversification has been a policy priority for low- and middle-income countries in Africa. Lack of diversification weakens the foundation of their economic transformation and slows their pace of progress. It also makes these countries particularly vulnerable to sudden external shocks, as the COVID-19 pandemic-induced disruption of tourism and oil-dependent economies has illustrated. This evaluation will examine how well the AfDB has supported economic diversification in RMCs, as set out in its CSPs.</p>	<p>The evaluation will generate useful lessons for the Bank's ability to support the “build back better” agenda, particularly after the COVID-19 pandemic.</p>
2024	<p><b>Implementation of the Selectivity Framework</b></p> <p>Selectivity or its lack thereof has often been identified by the AfDB as a key factor affecting the outcomes of the AfDB's country engagements. The evaluation will focus on the role and the practice of selectivity in the AfDB's country strategies and explore the link between selectivity and country program outcomes. It will also explore whether the application of selectivity has been based on sound criteria such as potential magnitude of impact, likelihood of country action, additionality of the Bank's contribution, relative cost of Bank involvement in an activity or sector, ensuring alignment and ownership, portfolio performance, development outcomes, and quality and readiness.</p>	<p>This evaluation will provide lessons and recommendations that will contribute to better understanding of the implementation of the Selectivity Framework and help Management to improve the execution going forward.</p>
	<p><b>Implementation of the Multidimensional Debt Action Plan (2021–2023)</b></p> <p>This evaluation will look at the relevance, coherence, effectiveness, efficiency, impact and sustainability of the actions foreseen under the Action Plan and will draw lessons accordingly. It will also assess the factors that have supported or impeded implementation of the Action Plan.</p>	<p>This evaluation will support accountability for the implementation of the Plan, and provide lessons that will guide future Bank actions in the area of debt sustainability and debt management.</p>
	<p><b>Africa Investment Forum (Rapid Evaluation)</b></p> <p>The Africa Investment Forum is Africa's investment marketplace, championed by the AfDB and its partners, to accelerate the closure of the continent's investment gaps. It operates as a multi-stakeholder, multi-disciplinary platform dedicated to advancing projects to bankable stages, raising capital, and accelerating the financial closure of deals. This evaluation will look at the strategic orientation, effectiveness and efficiency of the Africa Investment Forum in meeting its objectives since its inception. The evaluation will be conducted using Rapid Evaluation methodology and will therefore be focused on a limited number of evaluation questions.</p>	<p>The evaluation will provide lessons and recommendations for the AfDB and partners on the three core objectives of AIF, namely:</p> <ul style="list-style-type: none"> <li>■ Advancing projects to bankable stage, by effective project preparation as well as efficient transaction advisory services that advance deals in the Africa Investment Forum pipeline.</li> <li>■ Capital raising to mobilize partners and investors, especially institutional investors, for increased co-financing.</li> <li>■ Accelerating financial closure of deals through a coordinated approach.</li> </ul>
<b>Corporate</b>		
2022	<p><b>HR Evaluation 1 (Recruitment, Retention, Career Progression, Performance Management)</b></p> <p>The evaluation will focus on the relevance, coherence, effectiveness and efficiency of the recruitment, retention, career progression, and performance management strategies employed by the Bank.</p>	<p>To provide findings, lessons and recommendations that will guide implementation of the Bank's HR policies.</p>

	Type of evaluation	Focus	Alignment with needs for evaluative information
	<b>HR Evaluation 2 (Right sizing &amp; Incentive structure)</b>	The evaluation will focus on the relevance, coherence, effectiveness and efficiency of the right sizing and incentive structure strategies employed by the Bank.	To provide findings, lessons and recommendations that will guide implementation of the Bank's HR policies.
2023	<b>Bank's Decentralization</b>	The Bank's major products and services are planned, prepared, and delivered at country or sub-regional level, and programmatic and financial decision making is increasingly devolved to country and regional offices. Decentralization has taken on increased urgency due to strong client demand, the DBDM, new challenges and opportunities from increased ADF and GCI resources, as well as demand regarding the Bank's business continuity management. The evaluation will focus on three areas: i) the strengthening of country offices; ii) the expansion of the Bank's presence in Fragile States; and iii) the establishment and strengthening of Regional Development and Business Delivery Offices. The evaluation will assess the relevance, coherence, effectiveness and efficiency of the strategies undertaken to implement decentralization and the results achieved. The factors which have supported, or hindered decentralization will also be examined.	This evaluation will provide useful findings and lessons to Management and the Board on the implementation of the Bank's decentralization.
	<b>Implementation of the One Bank Approach</b>	The AfDB pursues a "One Bank" approach to offer a holistic response to the needs of its RMCs in Africa. It maximizes the use of the Group's resources, instruments, and competencies across financing windows, and also engages both the AfDB's headquarters and its field offices. The evaluation will look at the relevance, coherence, effectiveness, and efficiency of the implementation of the One Bank approach.	The evaluation will provide useful findings and lessons for Management and Board regarding the implementation and success or otherwise of the One Bank approach.
2024	<b>Implementation of GCI-VII commitments</b>	This evaluation will assess the extent to which the GCI-VII commitments have been implemented and the outcomes of this implementation. It will also examine the factors that have supported or hindered the implementation of the commitments.	The evaluation will provide Bank Management and the Board with a basis for accountability for the implementation of the commitments, as well as lessons that will guide the implementation of any remaining GCI-VII commitments and future commitments.
	<b>Bank's external communication</b>	The evaluation will look at the relevance, coherence, effectiveness, and efficiency 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.



Type of evaluation	Focus	Alignment with needs for evaluative information
<b>Evaluation Synthesis</b>		
2022	<b>Evaluation Synthesis of Public Financial Management</b>	This synthesis will assemble evaluative knowledge from within and outside the Bank and RMCs and will assess efforts to support Public Financial Management in low- and middle-income countries. It will look at the relevance, effectiveness, and efficiency of strategies and instruments used to strengthen public financial management, and potential outcomes.
2023	<b>Comparative Study: MDB Operating Models</b>	This study will compare the AfDB's and selected other MDBs' operating models and will highlight the strengths and weaknesses of the different models, as well as good practices in effectiveness and efficiency.
	<b>Evaluation Synthesis of Policy Dialogue</b>	The synthesis will assemble evaluative knowledge from both the AfDB and other institutions. It will gather information regarding policy dialogue across a range of sectors at the country, regional and international levels, the use of different mechanisms appropriate to the specific context, and the results of these initiatives. It will also look at the timeliness of policy dialogue and whether it is consistent with what other MDBs are doing.
2024	<b>Evaluation Synthesis of Technical Assistance</b>	The report will synthesize evidence from the AfDB and other sources on the relevance, effectiveness and efficiency of TA support provided to institutions/ organizations and projects in RMCs.
		To draw lessons that will strengthen the Bank's support for Public Financial Management in RMCs.
		To draw useful lessons for AfDB Senior Management and the Board on the AfDB operating model.
		IDEV's 2018 PBO evaluation and several Country Strategy and Program evaluations have found that the Bank underperformed in the area of policy dialogue. This evaluation will help to deepen understanding of the issue and provide lessons for the Bank to strengthen engagement strategies with RMCs going forward. It will also provide lessons for the implementation of the successor to the Banks TYS 2013–2022 which is under preparation.
		It will provide lessons for the implementation of Technical Assistance by the Bank, among others under the Bank's Capacity Development Strategy 2021–2025, and will inform any revision of that Strategy.

## 2 IDEV Theory of Change and Results Framework with Key Performance Indicators

### IDEV Theory of Change

The purpose of the IDEV Theory of Change is to clarify how the independent evaluation function contributes to the Bank's development effectiveness. This is achieved by providing a basis for accountability for the use and results of the Bank Group's assistance; enhanced learning to improve current and future policies, strategies, programs, projects and processes; and promoting an evaluation culture in the Bank and RMCs to encourage a focus on development results, learning and continuous quality improvement, that are supported by improved engagement with relevant stakeholders. The theory of change seeks to provide clarity about what the independent evaluation function tries to achieve, the assumptions made about the channels of influence, and factors that might help or hinder its value-added to improve development effectiveness.

The theory of change has its basis in the three complementary objectives for independent evaluation: learning, accountability, and promoting an evaluation culture. It maps the causal linkages between its major functions, its primary activities and corresponding key outputs to the outcomes and, finally, the Bank Group's overarching purpose. This theory of change is built upon a review of the main IDEV strategic documents namely: i) the Revised Independent Evaluation Policy, ii) the (expired) Independent Evaluation Strategy, iii) the Strategic Directions of the 2022–2024 work program, and iv) previous evaluation work programs.

To achieve its key goals, IDEV implements the four guiding principles for the independent evaluation function as stated in the Independent Evaluation Policy: i) independence; ii) credibility, impartiality, and transparency; iii) usefulness; and iv) partnership.

**IDEV Lines of Work (Activities).** The main lines of work are: i) Independent Evaluations and Validations, ii) Knowledge Management, Outreach and Dissemination; and iii) Partnerships and Evaluation Capacity Development. Stakeholder engagement is a cross-cutting issue for all three lines of work.

#### Outputs:

##### I Independent Evaluations and Validations

- **Evaluations:** To respond to the demand for evaluative knowledge, IDEV produces a mix of evaluation products including: i) Project Cluster Evaluations, ii) Impact Evaluations, iii) Sector and Thematic Evaluations, iv) Country and Regional Strategy Evaluations, v) Corporate Evaluations, and vi) Evaluation Syntheses and Comparative Studies.
- **Validations:** IDEV produces four main validation products: i) Project Completion Report Validation Notes, ii) Expanded Supervision Report Validation Notes, iii) Country Strategy Paper Mid-Term and Completion Report Validations, and iv) Regional Integration Strategy Paper Mid-Term and Completion Report Validations.

- I Evaluation Knowledge Management, Outreach and Dissemination:** Leveraging knowledge from completed and ongoing evaluations and meaningfully applying it in strategic and operational processes is critical to encouraging positive change in development organizations. For each evaluation, IDEV reaches out to stakeholders and produces knowledge and communication products to widely disseminate the evaluation findings, lessons and recommendations through a variety of communication channels including social media. IDEV knowledge and communication products include briefs and highlights, lessons notes, infographics and videos. It organizes physical and virtual events including the biennial Evaluation Week and promotes the use of the Evaluation Results Database (EVRD). It also publishes a quarterly magazine called “Evaluation Matters” as well as an electronic newsletter, “Evaluation Roundup”, which highlights IDEV’s published and ongoing evaluations, news, APNODE activities and upcoming events from IDEV and its partners. IDEV is open to any innovative means of knowledge sharing that can help reach a wider audience.
- I Partnerships and Evaluation Capacity Development:** IDEV supports evaluation capacity development in the Bank and in its RMCs on both the supply and demand side of evaluation. IDEV organizes trainings and learning events on evaluation for its staff, and webinars open to a wider audience. It also provides support to platforms and evaluation capacity development initiatives for RMCs, such as APNODE, EPRADI and Twende Mbele, and evaluation networks and organizations like EvalPartners. In this, it works together with partners who have expertise in the area (such as CLEAR and UNDP) to share and learn from experiences, avoid duplication of effort, and ensure synergy to plan and deliver capacity development activities to the highest possible standards.

**Outcomes:** Bank stakeholders’ use of evaluations to design, implement, monitor and report better quality development interventions will influence change in terms of: i) improved accountability for results, ii) enhanced learning in the Bank and regional member countries to improve current and future policies, strategies, programs, projects and processes, and (iii) an evaluation culture in the Bank and in RMCs to encourage a focus on development results, learning and continuous quality improvement.

In order to achieve the intended outcomes, it is crucial to pay attention to the value in substantive interactions by evaluators with various interested parties before, during and after an evaluation. While maintaining its independence, IDEV emphasizes the need for engagement with evaluation stakeholders such as Bank policy and operations departments, Bank regional and country offices, local and national country authorities, project beneficiaries, civil society, research bodies, academia and consultants/firms, regional and international evaluation bodies and the wider development community. IDEV has initiated steps to strengthen engagement with relevant stakeholders, especially Bank Senior Management, from the beginning and throughout the evaluation process, to ensure that evaluations respond to their questions and are designed and conducted to meet their knowledge needs. After an evaluation has been delivered, IDEV continues to engage with the users of the evaluation to ensure that its findings, lessons, and recommendations are well incorporated and addressed in new Bank policies, strategies, frameworks, etc., but also to ensure that borrowers and other partners take them into account in supporting the Bank’s operations in RMCs.

For evaluations and validations to make a difference, they should first be useful, and the engagement process aims at increasing the usefulness of the evaluative evidence generated by evaluations and validations conducted. Second, they should be timely, providing the evaluative knowledge at the moment the evaluation stakeholder needs it and is receptive to it. Thirdly, they should be easily accessible and used by stakeholders to inform strategic decisions, organizational decisions (e.g., staffing, resources, processes), and operational decisions (e.g., design and implementation) on development interventions, thereby enhancing the quality, effectiveness, efficiency and sustainability of these interventions. In addition, evaluations and validations should strengthen the quality of the Bank’s policy dialogue with RMCs — using evidence-based arguments as a tool of engagement.

**Intended Impact:** All of this will contribute to development effectiveness in terms of achieving the African Development Bank Group overarching goal of sustainable economic growth and social progress in Africa.

**Risks and assumptions:** There are some assumptions and risks underlying the IDEV theory of change<sup>1</sup>.

The main **assumptions** are:

- i) IDEV can obtain highly skilled evaluators and consultants from the market who are well equipped to deliver high-quality products on time.
- ii) IDEV can adapt to unforeseen circumstances in the operating environment such as pandemics (COVID-19, Ebola etc.), political unrest and instability in RMCs.
- iii) The Bank and RMCs are willing to use and apply the evaluative knowledge generated (findings, lessons, and recommendations) for decision making.
- iv) Adequate support from the Board/CODE and Senior Management for IDEV's evaluations and activities.

The main **risks** are:

- i) **Blurring of the boundary of independence.** This could result from insufficient clarity about IDEV's independence and role in the engagement of IDEV staff with the rest of the AfDB. To mitigate this risk, IDEV has prepared clear guidance on its role in engaging with teams who prepare new interventions and other decision-making following an evaluation. The appropriate engagement approach (high, medium, low) will be determined on a case-by-case basis.
- ii) **Lack of champions to promote an evaluative culture at the level of Senior Management.** An evaluative culture is the routine use of results information to learn from experience and to inform decision-making. In an organization with an evaluative culture, decisions on design and delivery of new interventions would rarely be made without credible empirical information on relevant experience and on clear statements of what results will be accomplished if decisions are taken.<sup>2</sup> The key to such a culture lies with leadership from the top, who promotes such learning throughout the organization. To mitigate the risk of such champions not stepping up, IDEV will maintain its strong engagement with Senior Management.
- iii) **Weak learning/feedback loop within the Bank.** In addition to a lack of encouragement from the top, staff may have insufficient time for learning and incorporating evaluation evidence into the design of new interventions due to a focus on the timely delivery of their work program (approvals) more than on quality (results). To mitigate this risk, IDEV will support the Bank in improving the quality assurance process for the design, implementation, and monitoring of policies, strategies, frameworks, operations, etc.
- iv) **Inadequate cooperation of operations teams in evaluations.** This can lead to a lack of access by evaluation teams to documentation, information, tacit knowledge, etc. necessary to build a strong evidence base for the evaluation. To mitigate this risk IDEV will pursue a strong engagement process, keeping Management informed of all

1 Assumptions are defined as "the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results." Risks are potential events or occurrences beyond the control of IDEV that could adversely affect the achievement of results.

2 John Mayne. 2008. Building an Evaluative Culture for Effective Evaluation and Results Management. Rome: Institute for Learning and Change. p. 11

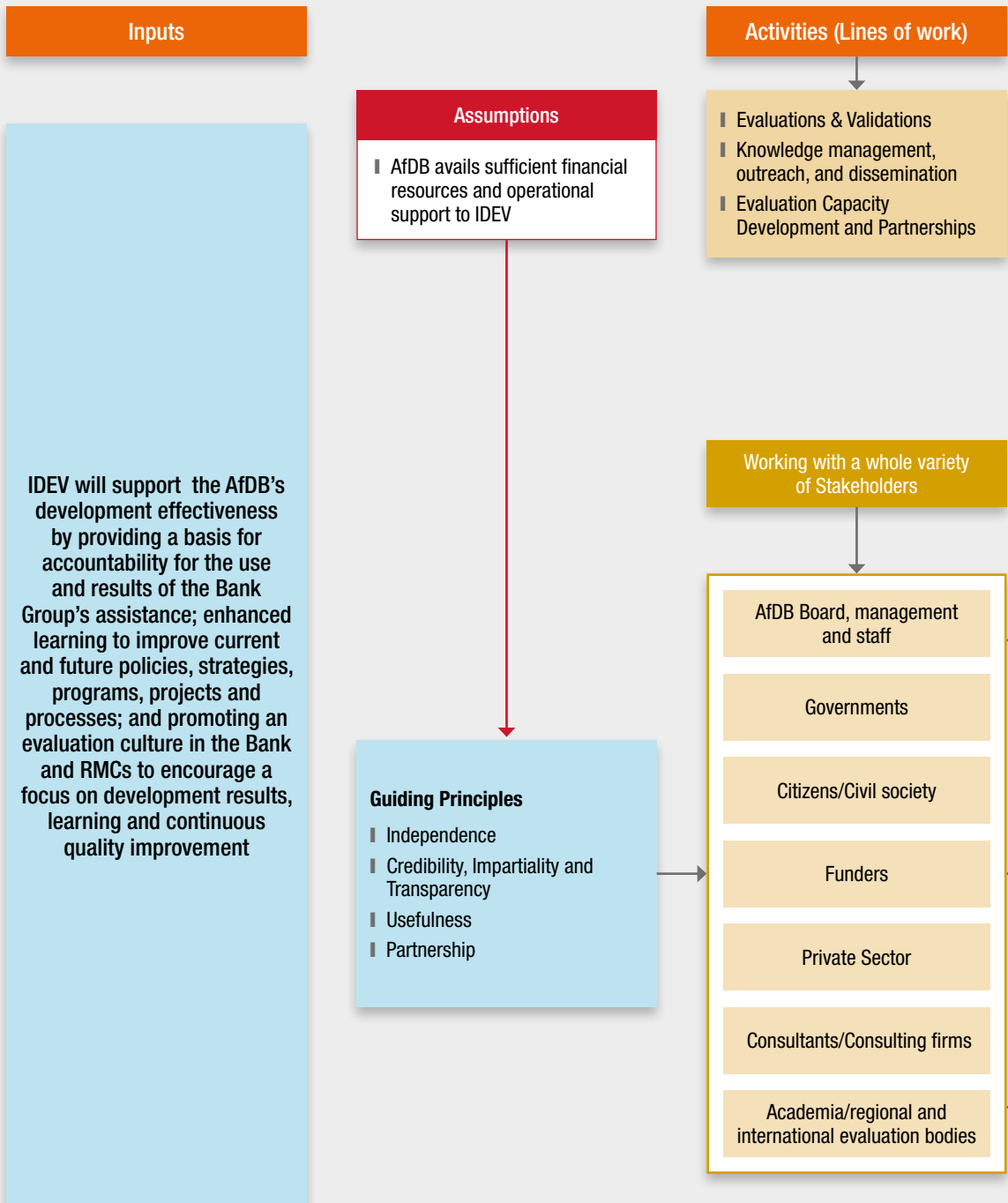


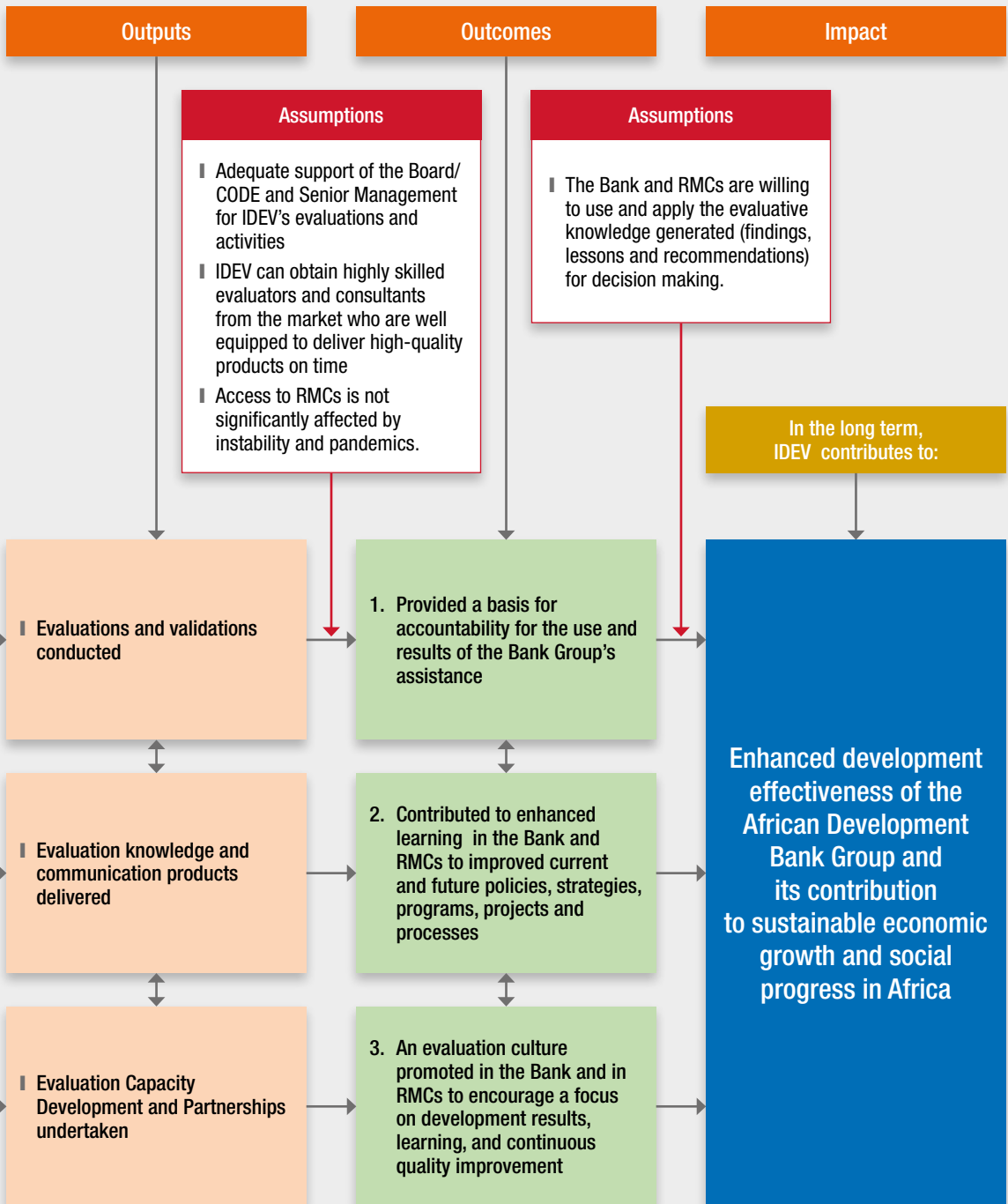
upcoming evaluations, inviting broad membership of evaluation reference groups, sharing concept notes, approach papers etc. with reference group members and seeking feedback, and so on.

- v) **Political unrest, instability and pandemic-related risks in RMCs.** The continuation or reimposition of COVID-19 or other disease-related restrictions, instability or security-related concerns in some RMCs, leading to inability to travel and conduct fieldwork, is a risk. To mitigate this risk, IDEV will continue to invest in enhancing its capacity for remote data collection. The COVID-19 crisis also jeopardizes RMCs' progress on development. This limits the Bank's development effectiveness.



## IDEV Results Chain – Theory of Change





## IDEV Results Framework

Results chain and indicator description	Baseline (2021) <sup>3</sup>	Target (2024)	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			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>				
1.1 Percentage of Board members who respond “High” or “Significant” to survey question: “To what extent were IDEV’s evaluations useful for you to assess the AfDB’s development effectiveness?”	TBD		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>				
2.1 Percentage of new policies and strategies approved by the Board informed by IDEV evaluations	TBD		Desk review	End of the Work Program Period
2.2 Percentage of stakeholders who rate the extent to which they have used IDEV’s evaluations for decision making as “high” or “significant.” This concerns (i) strategic decisions, (ii) organizational decisions (e.g., staffing, resources, processes), and (iii) operational decisions (e.g., design and implementation).	TBD		Stakeholder survey report	End of the Work Program Period
2.3 Percentage of evaluation recommendations in the MARS with Management action plan implementation rated as “Substantial” or “High” by IDEV.	41%	70%	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>				
3.1 Percentage of stakeholders who rate the extent to which their capacities to design, conduct and use evaluations have been strengthened as “high” or “significant”.	TBD		Stakeholder survey report	End of the Work Program Period
3.2 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”.	TBD		Stakeholder survey report	End of the Work Program Period

<sup>3</sup> IDEV will carry out a survey in the next six months to determine the baseline and targets for the survey-based indicators.



Results chain and indicator description	Baseline (2021) <sup>3</sup>	Target (2024)	Means of verification	Frequency of data collection
3.3 Percentage of respondents from platforms, RMCs and organizations who rate their level of satisfaction with IDEV's support as "high" or "significant".	TBD		Stakeholder survey report	End of the Work Program Period
<b>The outputs delivered by IDEV that contribute to achieving its strategic objectives</b>				
<b>■ 1: Evaluations and validations conducted</b>				
1.1 Number of planned evaluation and validation reports delivered each year	12	13	IDEV Annual Report	Annually
<b>■ 2: Evaluation knowledge and communication products delivered</b>				
2.1 Percentage of evaluations for which at least one knowledge or communication product is delivered within three months of completion	71%	95%	IDEV Annual Report	Annually
<b>■ 3: Evaluation Capacity Development and Partnerships undertaken</b>				
3.1 Number of planned trainings, webinars, and learning events held each year	6	6	IDEV Annual Report	Annually

## 3 Refinement of the Rating Scale

### Introduction

IDEV uses a rating system to assess the performance of Bank interventions<sup>4</sup>, with a harmonized rating scale applied to all interventions to facilitate synthesis and ensure that all evaluations provide consistent ratings. In addition, IDEV is a member of the Evaluation Cooperation Group (ECG), which promotes alignment in the use of the international evaluation criteria by its members, learning from each other's experiences. The fundamental question facing IDEV and other members of the ECG regarding the use of rating scales is whether to apply a 4- or 6-point rating scale and what labels to use.

### Context

Prior to 2015, IDEV used a 4-point rating scale to assess the performance of interventions funded by the Bank. In 2015, during the preparation of the Comprehensive Evaluation of Development Results (CEDR<sup>5</sup>), IDEV introduced a 6-point rating scale. The 6-point scale was intended to provide a level of nuance when applying evaluative judgment that would be more consistent with the increased complexity of development interventions following the adoption of the SDGs (see the Context chapter). Over the 2015–2017 period, IDEV launched a significant number of higher-level evaluations which applied the 6-point scale. A number of higher-level evaluation discussions at CODE, however, showed a level of discontent from Board members, especially with the “moderately satisfactory” and “moderately unsatisfactory” ratings from the 6-point scale that were deemed to not give a clear enough indication of whether performance is truly positive or negative and therefore may dilute the message.

This led to the development of the document “Strengthening Country Strategy and Program Evaluations”<sup>6</sup> which was presented to CODE for consideration in May 2017. The document identified evaluative judgement and use of ratings among other areas for fine tuning in the analysis of higher-level evaluations. During the discussion, CODE recommended a change from the 6-point to a 4-point rating scale (Highly Satisfactory – Satisfactory – Unsatisfactory – Highly Unsatisfactory), which IDEV subsequently implemented in its higher-level evaluations. It was agreed to implement the 4-point rating scale as a pilot for a period of two years, at the end of which an assessment would be conducted and its results presented to the CODE.

### Rating Scales

Rating scales are used for both project and higher-level evaluations. For **project evaluations**, there are Good Practice Standards established by the ECG. They require for evaluations of both Sovereign Operations (SOs) and Non-Sovereign Operations (NSOs) an even number of ratings on the rating scale (4 or 6), and that the rating scale be balanced, i.e. as many positive as negative ratings. In the context of the One Bank approach, the AfDB is pursuing harmonization of the

4 “Intervention” is used to refer to the subject of the evaluation. It encompasses all the different types of efforts: project, program, policy, strategy, framework, action plan, thematic area, an institution or entity, financing mechanism, etc.

5 [Comprehensive Evaluation of the Development Results of the African Development Bank Group 2004–2013](#).

6 ADB/BD/WP/2017/101

SO and NSO evaluation criteria. Consequently, SNOQ and IDEV are in the process of revising the guidance for Project Completion Reports and their validation, and IDEV and PINS are revising the guidance for Expanded Supervision Reports and their validation, to be better aligned. The NSO scale is a 6-point scale, which we intend to retain. The SO key indicator scale will change from 4 points to 6 points. This will provide greater granularity in analysis and reporting and further enable direct comparison of SO and NSO interventions. The rating scale for **higher-level evaluations** should likewise be aligned and harmonized, to ensure a consistent rating system across the Bank for both self-evaluation and independent evaluations.

The rating scale for each indicator should encompass performance ranging from the most negative to the most positive. There should be a balance between positive and negative characterizations (i.e., if there are four ratings, two are less than good and two are good or better; or if there are six ratings, three are less than good and three are good or better).

The words used to describe these ratings should accurately reflect whether the judgments are less than good or else good or better and should clearly reflect the graduation from worst to best. The current four-point rating scale used by IDEV (Highly Satisfactory – Satisfactory - Unsatisfactory - Highly Unsatisfactory) has – uniquely among Multilateral Development Banks (MDBs) – a steep jump from Unsatisfactory to Satisfactory with no rating between these two.

## Refining the Rating Scale

During the pilot period, IDEV collected ongoing feedback on the 4-point rating scale from its evaluators and consultants and from Bank operations staff and Management, supplemented by the lessons from the evaluation of the AfDB's Self-Evaluation Systems and Processes, the Quality Assessment of a Sample of IDEV's Evaluation Products, the Independent Peer Review, and a review of the rating scales used by other ECG members. These all point to the need for refinement of the rating scale, particularly its labels.

**Evaluation of the AfDB's Self-Evaluation Systems and Processes:** One key recommendation touching on the rating scale from this evaluation was to reform the rating methodology of public sector interventions: *The 4-point rating structure should be revised to make it more suited to field reality, particularly in dealing with situations that do not squarely meet the Satisfactory or Unsatisfactory criteria.*

**Quality Assessment of IDEV Evaluation Products:** The assessment recommended the re-labeling of the 4-point rating scale to allow for a perspective that more positively reflects some degree of progress made toward satisfactory performance. It recommended replacing the existing rating labels with the following: “Unsatisfactory”, “Partly Unsatisfactory”, “Satisfactory” and “Highly Satisfactory”.

**Independent Peer Review Report:** The Independent Peer Review was conducted by a panel of independent evaluation experts from the ECG and the multilateral network of evaluation functions. Discussions with AfDB stakeholders confirmed concerns raised in the Quality Assessment with regard to the rating scale that had been reduced to four points. The Peer Review criticized the stark choice between “Satisfactory” and “Unsatisfactory”, which creates concerns with Management, as it does not allow for a more nuanced appreciation of interventions that have not been fully Satisfactory but achieved more than what would warrant an Unsatisfactory rating.

**Review of existing Rating Scales of other MDBs:** The review reveals that no other Multilateral Development Bank jumps from a Satisfactory to an Unsatisfactory rating (Table A3.1 below). In addition, a report on “Harmonization of

Sovereign and Non-sovereign Operations Evaluation Frameworks” (Comparison of the Project Self-evaluation Rating Systems of MDBs) commissioned by IDEV recommends that:

- SO and NSO evaluations should use key evaluation rating scales with the same number of points.
- A 6-point key evaluation scale should be used by the AfDB for SOs (as it is already used for NSOs) to allow for more nuanced evaluations, learning, and aggregation of SOs and NSOs results.

In addition, over the pilot period, IDEV has experienced frictions with Bank Management over its evaluation ratings, particularly in the case of Unsatisfactory ratings being attributed there where Management felt that non-negligible progress was not being sufficiently recognized. A case in point is the disagreement between IDEV and Management over the Water Sector Evaluation in 2019, which was finally resolved, upon CODE’s advice, through an external facilitator.

On the basis of the experience gained with the 4-point rating scale over the pilot period, and in the context of the harmonization of the rating scales for project-level evaluations, for higher-level evaluations as of 2022 IDEV plans: to assess the individual evaluation criteria on a 4-point rating scale but with different labels, i.e. Unsatisfactory, Partly Unsatisfactory, Satisfactory and Highly Satisfactory, and to assess the overall performance on a six-point rating scale. The specific plan is as follows.

**1) Use a 4-point rating scale for individual evaluation criteria.** For individual criteria (relevance, coherence, effectiveness, efficiency, and sustainability), IDEV plans to use a four-point rating scale:

- **Highly Satisfactory (4):** High quality in all aspects of the considered criterion; all dimensions of the criterion<sup>7</sup> are fully met, and this is considered a good practice.
- **Satisfactory (3):** Overall satisfactory quality of the considered criterion; all dimensions of the criterion have been met but some of them have minor shortcomings.
- **Partly Unsatisfactory (2):** Overall insufficient quality of the considered criterion; one or more dimensions of the criterion have not been met and substantial improvements are required to bring the criterion to a satisfactory rating.
- **Unsatisfactory (1):** Deficient quality in most aspects of the considered criterion; most of the dimensions of the criterion have not been met.

**2) Use a 6-point rating scale for overall performance.** The overall performance rating is derived from an assessment of relevance, coherence, effectiveness, efficiency and sustainability. Given that it is a summary assessment, more gradation is possible than for one criterion, therefore IDEV plans to use a 6-point scale, as follows.

- **Highly Successful (6):** The intervention achieved or surpassed all main targets, objectives, expectations and results and had no or immaterial shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.

<sup>7</sup> Dimensions of the Criteria: Relevance (Design, alignment of objectives to policies and strategies and selectivity in the case of CSPEs); Coherence (internal coherence and external coherence); Effectiveness (outputs and outcomes); Efficiency (Cost benefit analysis and timeliness); Sustainability (financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time)



- **Successful (5):** The intervention achieved almost all (indicatively, score  $\geq 85\%$ ) of the main targets, objectives, expectations and results and had at most minor shortcomings<sup>8</sup> in terms of relevance, coherence, effectiveness, efficiency, and sustainability.
- **Mostly Successful (4):** The intervention achieved the majority (indicatively,  $60\% \leq \text{score} < 85\%$ ) of the main targets, objectives, expectations and results and had moderate shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
- **Mostly Unsuccessful (3):** The intervention achieved less than (indicatively,  $30\% \leq \text{score} < 60\%$ ) of its main targets, objectives, expectations and results and had significant shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
- **Unsuccessful (2):** The intervention achieved only a minority or almost none (indicatively, score  $< 30\%$ ) of its targets, objectives, expectations and results and had major shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.
- **Highly Unsuccessful (1):** The intervention achieved none of its targets, objectives, expectations and results and had severe shortcomings in terms of relevance, coherence, effectiveness, efficiency and sustainability.

IDEV considers this proposed rating scale to be better aligned with other development institutions (Table A3.1) and good practice and plans to implement it as of the 2022–2024 work program.

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8 At most minor shortcomings: indicatively not more than 5%; Almost all the main targets: indicatively more than 95%; Majority of the main targets: indicatively between 80–94%; Moderate shortcomings: indicatively less than 30%; Few of its main targets: indicatively less than 25%; Significant shortcomings: indicatively more than 70%; Only a minority: indicatively less than 20%; Major shortcomings: Indicatively more than 70%.

Table A3.1: Comparison of MDB Key Indicator Scale Terminologies

Key indicator range	+++ (Best)	++	+	-	--	--- (Worst)
AsDB (NSO)	Highly Successful	Successful		Less than Successful		Unsuccessful
AsDB (SO)	Highly Successful	Successful		Less than Successful		Unsuccessful
BSTDB (NSO)	Excellent	Satisfactory		Partly Unsatisfactory		Unsatisfactory
EBRD (NSO)	Excellent	Good	Satisfactory	Marginal	Unsatisfactory	Highly Unsatisfactory
EIB (SO+NSO)	Excellent	Satisfactory		Partly Unsatisfactory		Unsatisfactory
IDB (NSO)	Highly Successful	Successful	Partly Successful	Partly Unsuccessful	Unsuccessful	Highly Unsuccessful
IDB (SO)	Highly Successful	Successful	Partly Successful	Partly Unsuccessful	Unsuccessful	Highly Unsuccessful
WB (SO)	Highly Satisfactory	Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Highly Unsatisfactory
IFC (NSO)	Highly Successful	Successful	Mostly Successful	Mostly Unsuccessful	Unsuccessful	Highly Unsuccessful
MIGA (NSO)	Highly Successful	Successful	Mostly Successful	Mostly Unsuccessful	Unsuccessful	Highly Unsuccessful
AfDB (NSO)	Highly Successful	Successful	Mostly Successful	Mostly Unsuccessful	Unsuccessful	Highly Unsuccessful
AfDB (SO)	Highly Satisfactory	Satisfactory		Unsatisfactory		Highly Unsatisfactory
AfDB ADOA (NSO)	Excellent	Very Good	Good	Marginal	Unsatisfactory	Very Unsatisfactory

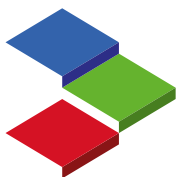
AsDB Asian Development Bank  
 AfDB African Development Bank  
 BSTDB Black Sea Trade and Development Bank  
 EBRD European Bank for Reconstruction and Development  
 EIB European Investment Bank

IDB Inter-American Development Bank  
 IFC International Finance Corporation  
 MIGA Multilateral Investment Guarantee Agency  
 WB World Bank



IDEV

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