

OPEV

a profile

*From experience to knowledge...
From knowledge to action*

Introducing the **Operations Evaluation Department** of the **African Development Bank Group**

The African Development Bank Group

The African Development Bank (AfDB) Group is a regional multilateral development finance institution established to contribute to the economic development and social progress of its Regional Member Countries. It comprises three entities: the African Development Bank, the African Development Fund, and the Nigeria Trust Fund. The Agreement Establishing the AfDB was signed on August 14, 1963, and became effective on September 10, 1964.

As the premier development finance institution on the continent, the AfDB's mission is to help reduce poverty, improve living conditions for Africans, and mobilize resources for the continent's economic and social development.

About the Operations Evaluation Department

OPEV is the Operations Evaluation Department of the African Development Bank. It conducts independent evaluations of the Bank's assistance policies, strategies, operations, processes, and procedures to help foster sustainable growth and poverty reduction in Africa.



Operations Evaluation

What makes for successful development in Africa?



Operations evaluation provides some of the answers.

At OPEV - the **Operations Evaluation Department of the African Development Bank** – we conduct in-depth assessments of the Bank's policies, strategies, and operations. We check what works, and what doesn't. We suggest ways of doing things better, based on the Bank's own experience. And because we are independent, you get a balanced view and candid reporting.

Read OPEV reports and learn how the Bank Group is supporting successful development in Africa.



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Recent OPEV Evaluation Reports

2010	Evaluation of Project Supervision at the African Development Bank 2001–2008
2010	Assessment of the Quality at Entry of ADF 2005-2008 Operations and Strategies
2009	2008 Annual Review of Evaluation Results What Have We Learned? Findings and Lessons from Fourteen Evaluations
2009	Evaluation of the Decentralization Strategy and Process at the African Development Bank
2009	Joint Evaluation of Agriculture and Rural Development Policies and Operations in Africa, African Development Bank and the International Fund for Agriculture and Development
2009	Uganda: Joint IEG/OPEV Country Assistance Evaluation 2001-2007
2008	Ethiopia – Country Assistance Evaluation 2004-2006
2008	Ethiopia – Review of Bank Group Assistance to the Multi-sector
2008	Evaluation of the Joint Africa Institute
2008	Ethiopia – Country Assistance Evaluation - Agricultural Sector and Rural Development 1993-2004
2008	Cameroon – Evaluation of Bank Group Assistance to the Multisector
2008	Cameroon – Evaluation of Bank Group Assistance to the Transport Sector
2008	Cameroon – Evaluation of Bank Group Assistance to the Agriculture and Rural Development Sector
2008	Cameroon – Evaluation of Bank Group Assistance to the Social Sector

These reports are available at www.afdb.org/ojev or upon request.

The Role of Evaluation in the African Development Bank

*Effective evaluation
contributes to better
development results*

Evaluation aims to provide an **objective assessment of the Bank Group's performance in achieving development results**. It helps to ensure that the Bank is **accountable** to its governing bodies and to the public. It also promotes **learning from experience**, both within and outside the Bank, so that the policies, strategies, and operations of the Bank and of its development partners can be improved in the future.

The evaluation work conducted within the Bank consists of

- self-evaluations, carried out by the Bank's operations complexes; and
- independent evaluations, conducted by the Operations Evaluation Department (OPEV).

the primary role of OPEV is to assess the development effectiveness of Bank Group policies, strategies, and procedures



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Self Evaluation

An evaluation by those who are entrusted with the design, support, and delivery of a development intervention

Independent Evaluation

An evaluation carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention

Independent evaluations help improve policies, strategies, and operations.

Self Evaluations

Self-evaluation activities are undertaken by all country, sector, and thematic groups within the operations complexes to inform and strengthen Bank policies and operations. One of the Bank's key self-evaluation products is the Project Completion Report prepared by operations teams.

Independent Evaluations

Independent evaluations within the Bank are undertaken by OPEV. Such evaluations provide objective, systematic assessments of the Bank's performance; draw lessons from past experience; and formulate recommendations to improve policies, strategies, procedures and operations. Independent evaluation supports the Bank's emphasis on managing for development results.


OPEV's independent status helps to ensure the credibility of its work. However, OPEV also seeks to be relevant, responsive, and useful to the Bank's senior management, technical departments, and country teams, as well as to the Bank's regional and non-regional clients and partners.



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*The **mission** of the Operations Evaluation Department is to help the Bank, through independent and influential evaluation, to foster sustainable growth and poverty reduction in Africa.*



OPEV: Role, Functions, and Resources

The primary role of the Operations Evaluation Department is to provide an objective assessment of the relevance, effectiveness, efficiency, impact, and sustainability of the Bank's strategies, policies, and operations. The department follows widely accepted guiding principles for evaluation of development effectiveness—namely, independence, usefulness, credibility, and transparency.

OPEV evaluates on-going and completed projects, sector policies and strategies, country assistance programmes, and business processes. It also undertakes other studies relevant to the Bank's strategies policies, operations and results. In addition, OPEV is tasked with oversight of the overall evaluation system within the Bank, communication of independent evaluation findings and lessons, and promotion of evaluation capacity development.

To ensure that OPEV is operationally independent of management, the Department's Director reports directly to the Committee on

Operations and Development Effectiveness (CODE), a committee of the Bank's Boards of Directors. CODE approves OPEV's work plans and maintains oversight of its work. Once OPEV's budget is approved by the Board, it is 'ring fenced' (that is, not subject to management influence or control).

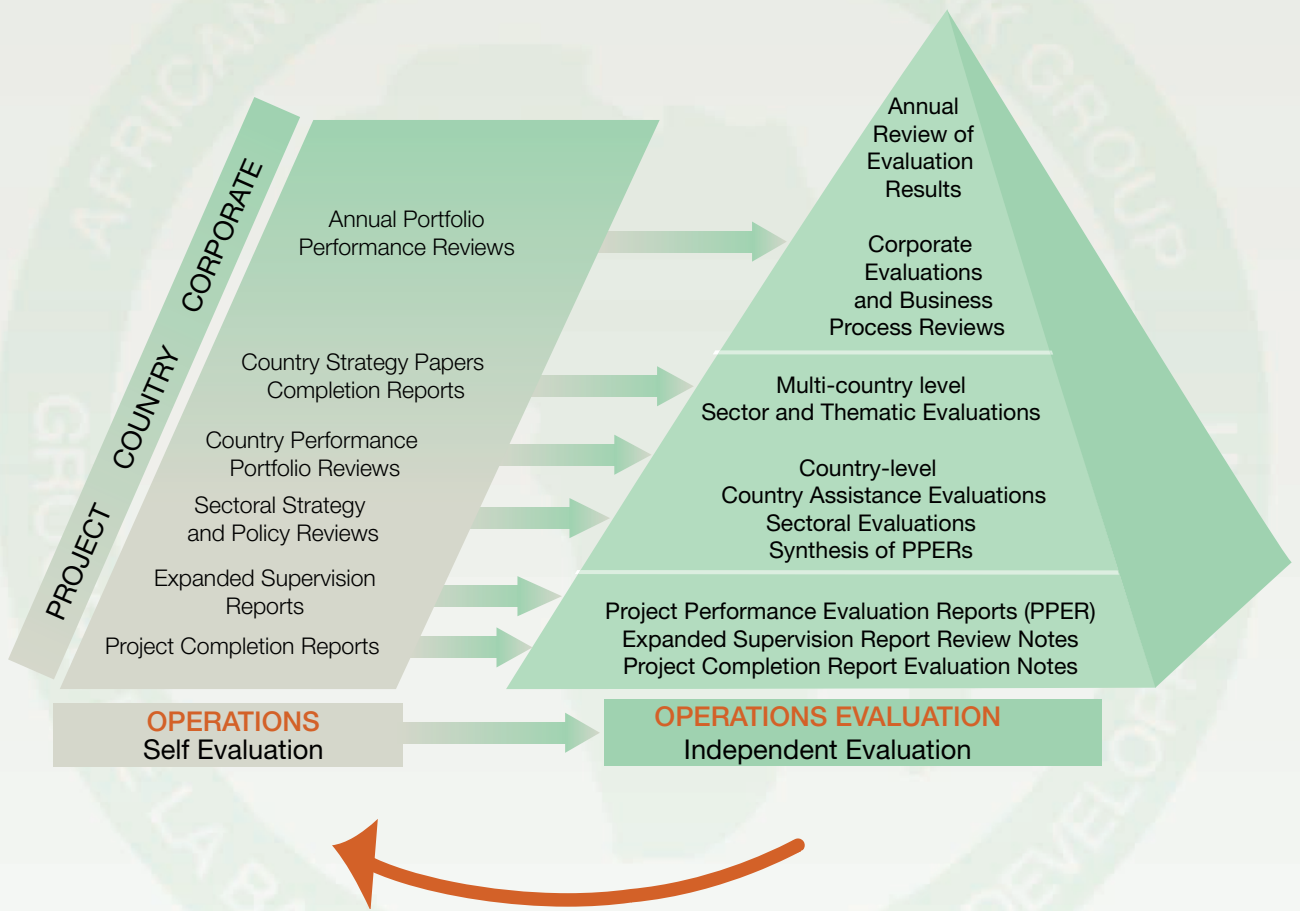
Key evaluation reports are submitted to CODE together with a formal response by management. CODE discusses these reports, considers the evaluation lessons and recommendations and decides on action to be taken.

OPEV staff comprises managers, evaluation officers, young professionals, research assistants, secretarial and administrative staff.

OPEV makes its evaluation reports publicly available through the AfDB website at www.afdb.org/opev. In addition, OPEV communicates evaluation findings, lessons and recommendations through other means, such as newsletters, briefs, seminars and workshops.

The department follows widely accepted guiding principles for evaluation of development effectiveness—namely, independence, usefulness, credibility, and transparency.

OPEV Evaluation Products



OPEV Evaluation Products

Project and Programme Evaluations

1. Project Completion Report Evaluation

Notes: Independent assessments of the quality of Public Sector Project Completion Reports prepared by AfDB Operations Complexes, and validation and adjustment of their performance ratings.

2. Expanded Supervision Report Evaluation

Notes: Independent assessments of the quality of Expanded Supervision Reports prepared by the AfDB Private Sector Department, and validation and adjustment of their performance ratings.

3. Project Performance Evaluation Reports:

Assessments of project/programme relevance, efficacy, efficiency, sustainability, institutional development and other impacts, as well as of Bank and borrower performance.

Sector Reviews, Policy Reviews and Thematic Evaluations

4. Sectoral Evaluations: Assessments of the development effectiveness of the Bank's assistance to a specific sector in one or more Regional Member Countries, and of the Bank's efficiency and effectiveness of delivery, including Bank and borrower performance.

5. Thematic Evaluations: Reviews of the relevance and effectiveness of Bank policies, strategies, and operations in support of a thematic area within a sector (or across sectors) and across Regional Member Countries.

Country Assistance Evaluations

6. Country Assistance Evaluations: Assessments of the development outcome of the Bank's assistance programmes in a specific Regional Member Country, as well as of the Bank's performance over a 10-year period.

Reviews of Operational Processes and Procedures and Corporate Evaluations

7. Business Process Reviews: Assessments of the quality and usefulness of the Bank's operational business processes and procedures.

8. Corporate Evaluations: Assessments of corporate performance and of the Bank's institutional effectiveness.

Joint Evaluations

9. Joint Evaluations – Assessments undertaken with partner institutions.

OPEV conducts impact evaluation studies, sector policy reviews, country assistance evaluations, lending process reviews as well as ad hoc reviews requested by Management or the Boards.

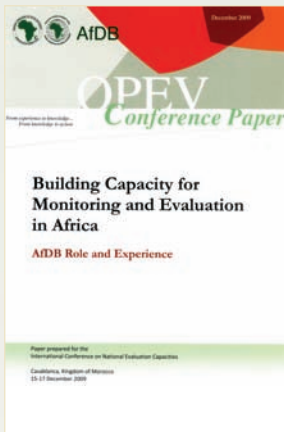


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Evaluation lessons and recommendations are only useful if acted upon. OPEV uses various dissemination techniques and methods to ensure effective communication of its evaluation results.



April 2010



Operations Evaluation Department

Learning Event


Lessons from Private Sector Operations

What?

Hands-on learning for professionals engaged in origination, supervision, and evaluation of private sector projects.

Register today to learn how to


- Formulate and disseminate lessons learned and rate project outcomes, using real Bank projects as case studies.
- Apply indicators and rating standards for private sector projects
- Troubleshoot problems facing XSR teams
- Incorporate and use ADDA indicators in future OPSM monitoring and XSR exercises.



When? April 12–14, 2010 8:30 am

Where? Ramada Plaza Hotel, Tunis, Tunisia

Event organized by the Operations Evaluation Department, in collaboration with the Private Sector Operations Department



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Dissemination of Evaluation Findings and Lessons; Evaluation Capacity Development

Evaluation lessons and recommendations are only useful if they are acted upon. Effective communication of evaluation results is therefore important, both within and outside the Bank.

OPEV posts its evaluations and their summaries on its intranet and Internet sites. Its communications activities also include publishing evaluation results summaries and holding evaluation feedback seminars.

OPEV also produces an “Annual Review of Evaluation Results”, a synthesis of its evaluation work for the preceding year.

Evaluation Capacity Development

OPEV supports efforts aimed at developing RMCs’ capacities in planning and implementing evaluation systems and processes. Such capacity building is being seen as increasingly

important as countries and donors seek to align external aid with nationally owned strategies and programs. OPEV’s capacity development activities include support for regional evaluation associations and for evaluation training.

International Coordination

OPEV is an active member of the Evaluation Cooperation Group (ECG), which comprises the evaluation departments of multilateral development banks. The ECG provides a forum for sharing evaluation experiences and methods, coordinating activities, and developing good practice standards and guidance. OPEV also coordinates evaluation activities with other international development agencies through the OECD-DAC (Organization for Economic Cooperation and Development - Development Assistance Committee) Network on Development Evaluation.

Key Terms in Evaluation

Evaluation work requires that development partners work together and use a common technical vocabulary that is clear to all practitioners.

The **Glossary of Key Terms in Evaluation and Results-Based Management** defines commonly used concepts and terms. This useful resource is available in several languages.

This section presents key evaluation terms and concepts used in OPEV evaluation reports.

Glossary of Key Terms in Evaluation and Results-Based Management



Arabic version made available by the AfDB, the IsDB (Islamic Development Bank, and the OECD-DAC Development Cooperation Directorate).

Key Terms in Evaluation

Accountability

Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis à vis mandated roles and/or plans. This may require a careful, even legally defensible, demonstration that the work is consistent with the contract terms.

Appraisal

An overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding.

Beneficiaries

The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.

Cluster Evaluation

An evaluation of a set of related activities, projects and/or programs.

Country Program Evaluation / Country Assistance Evaluation

Evaluation of one or more donors' or agencies' portfolio of development intervention, and the assistance strategy behind them, in a partner country.

Development Objective

Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.

Effectiveness

The extent to which a development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Efficiency

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted.

Evaluability

Extent to which an activity or a program can be evaluated in a reliable and credible fashion.

Evaluation

The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipient and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.

Ex-Ante Evaluation

An evaluation that is performed before implementation of a development intervention.

Ex-Post Evaluation

Evaluation of a development intervention after it has been completed.

External Evaluation

The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.

Findings

A finding uses evidence from one or more evaluations to allow for a factual statement.

Formative Evaluation

Evaluation intended to improve performance, most often conducted during the implementation phase of projects or programs.

Impacts

Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

Key Terms in Evaluation

Key Terms in Evaluation

Institutional Development Impact

The extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources, for example through: (a) better definition, stability, transparency, enforceability and predictability of institutional arrangements and/or (b) better alignment of the mission and capacity of an organization with its mandate, which derives from these institutional arrangements. Such impacts can include intended and unintended effects of an action.

Internal Evaluation

Evaluation of a development intervention conducted by a unit and/or individuals reporting to the management of the donor, partner, or implementing organization.

Joint Evaluation

An evaluation to which different donor agencies and/or partners participate.

Lessons Learned

Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.

Meta-Evaluation

The term is used for evaluations designed to aggregate findings from a series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators.

Mid-Term Evaluation

Evaluation performed towards the middle of the period of implementation of the intervention.

Partners

The individuals and/or organizations that collaborate to achieve mutually agreed upon objectives.

Project Evaluation

Evaluation of an individual development intervention designed to achieve specific objectives within specified resources and implementation schedules, often within the framework of a broader program.

Project or Program Objective

The intended physical, financial, institutional, social, environmental, or other development results to which a project or program is expected to contribute.

Recommendations

Proposals aimed at enhancing the effectiveness, quality, or efficiency of a development intervention; redesigning the objectives; and/or reallocating resources. Recommendations should be linked to conclusions.

Results

The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

Results-Based Management

A management strategy focusing on performance and achievement of outputs, outcomes and impacts.

Relevance

The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies.

Summative Evaluation

A study conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. Summative evaluations are intended to provide information about the worth of the program.

Sustainability

The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

Thematic Evaluation

Evaluation of a selection of development interventions, all of which address a specific development priority that cuts across countries, regions, and sectors.

Process Evaluation

An evaluation of the international dynamics of implementing organizations, their policy instruments, their service delivery mechanisms, their management practices, and the linkages among these.

Key Terms in Evaluation

Examples of how OPEV Evaluations have Influenced Bank Activities



- Following OPEV's **Independent Evaluation of the Bank's Decentralization Strategy and Process in 2009**, Bank management set up a decentralization Road Map Task Team to prepare an action plan to increase the efficiency and effectiveness of the decentralization process.

- OPEV's review, **Quality at Entry of Bank Operations (2005-2008)**, highlighted key issues affecting quality. The Bank's Management is addressing these with the adoption of "Readiness Reviews" and other measures.

- OPEV's **Independent Evaluation of Project Supervision at the African Development Bank, 2001-2008**, highlighted key issues affecting the Bank's supervision systems and processes. The Bank's Management is addressing these through such measures as the revamping of the entire system, including the project management information system.



- Country assistance evaluations and the review of harmonization and alignment in five countries (2007) contributed to increased efforts by the Bank to better harmonize its activities with donor partners and to ensure greater alignment behind country systems.

- Country and sector studies as well as business process reviews have highlighted gaps and weaknesses in the Bank's results planning and monitoring frameworks and systems and have helped to focus attention on this area. Management has responded with an Action Plan on Results targeted towards strengthening the relevant systems and staff capacity.

Operations Evaluation Department



Working for development in Africa is a complex process. There's rarely just one answer to a question. And always more than one side to a story. This is why we conduct in-depth evaluations of the African Development Bank's work.

We take time to check the facts and to provide contextual analysis and expert opinions. Because we are independent, we provide a complete and balanced view.

If you would like to know how effective the Bank's policies and operations are, then OPEV evaluation reports are for you. Visit us at www.afdb.org/opev



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