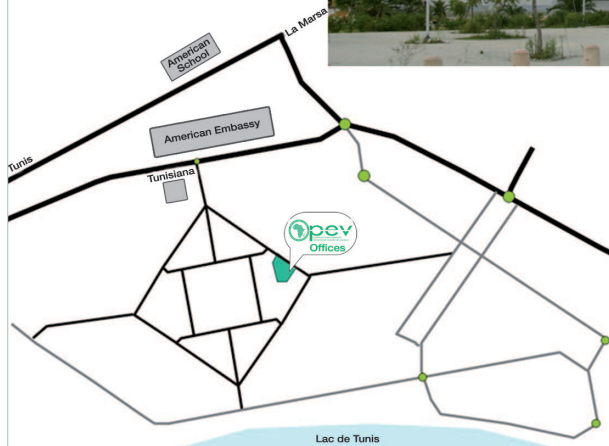


Where
to find
US...



OPEV is now located in Immeuble Zahrabed, in Les Jardins du Lac, Berges du Lac II, near the American Embassy and the Tunisiana head office

Upcoming Evaluation Reports

October

- Cape Verde: Country Assistance Evaluation
- Annual Report of Evaluation Results 2009

November

- Independent Evaluation of Bank Assistance to the Education Sector
- Independent Evaluation of Quality at Entry of ADF Operations 2005-2008: Final Report
- Independent Evaluation of Project Supervision, 2001-2008

December

- Joint Evaluation of Agriculture & Rural Development: Final Report

About OPEV

OPEV is the Operations Evaluation Department of the African Development Bank (AfDB). It conducts independent, systematic assessments of the relevance, effectiveness, efficiency, and impact of the Bank's strategies, policies, and operations.

Director: Colin Kirk, c.kirk@afdb.org
Division Manager, OPEV 1: Mohamed Manai, m.manai@afdb.org
Division Manager, OPEV 2: Fareed Hassan, f.hassan@afdb.org

Operations Evaluation Department
 African Development Bank (AfDB)
 BP 323, 1002 Tunis-Belvedere, Tunisia

Tel : (216) 71 194 455
 Fax : (216) 71 194 460

Helpdesk : opevhelpdesk@afdb.org
 Website : www.afdb.org/opev



OPEV Sharing is a quarterly publication of the Operations Evaluation Department of the African Development Bank. It is produced by OPEV staff. Many thanks to those who contributed to this issue.



AfDB

Autumn 2009



From the Director's Desk... 1



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OPEV Sharing

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

OPEV is on the Move!

Dear Colleagues,

The Operations Evaluation Department (OPEV) is on the move! We have relocated to the Bank's new offices in the Zahrabed Building in Berges du Lac. I am looking forward to settling in to the new offices with the OPEV team and exploring our new neighbourhood. We hope that you will come and visit us there – you can find the location on the back page of this Newsletter.

One of the reasons for the move is the growth of the OPEV team, following the creation of two Divisions in OPEV earlier this year. New staff have joined us not only from within the Bank but also from outside, and we look forward to stepping up our evaluation activities now that we have a full team. We are including a supplement with this newsletter to introduce OPEV team members, old and new.

Our evaluation work has also been keeping us "on the move" recently. This newsletter brings you some information about two important evaluations undertaken to provide input to the ADF- XI Mid-Term Review, held in Helsinki in October. These studies review the Bank's recent achievements in some key areas – while spelling out



<http://www.flickr.com/photos/morealtitude>

some aspects where the Bank needs to do more to fulfill its ambitions.

Meanwhile, I travelled with OPEV colleagues to Bamako recently to present the results of the joint AfDB/IFAD evaluation on agriculture and rural development. Senior African decision-makers welcomed the evaluation and the recommendation for the AfDB to sustain its support to the sector.

Somebody once joked: "The shortest distance between two points is under construction". Despite the roadworks on the highway around Berges du Lac,

we will "go the extra mile" to remain close to our colleagues in operations in Tunis and across the region as we move forward with our evaluation programme in the year ahead!

*Colin Kirk
 Director, OPEV*



OPEV Contribution to ADF-XI Mid-Term Review

Is Decentralization Delivering Results?

Five years into the Bank's decentralization process, this 2009 OPEV review finds evidence of gains. However, it is too early to see changes in operational effectiveness. The Bank needs an explicit strategy to develop a more tailored approach to decentralization. The review examined how far the decentralization process at the Bank has helped to deliver results.

Key Recommendations

What should the Bank do to take decentralization forward?

1. Make decentralization more demand-led, and tailor approaches to country needs
2. Use decentralization to help meet Paris Declaration and Accra Agenda for Action commitments
3. Ensure clear accountabilities for the decentralization process
4. Improve decentralization measurement and strengthen learning and accountability by developing a clear results framework

Main Findings

- Field presence has strengthened portfolio management, especially project supervision and portfolio clean-up.
- Bank public profile in-country has risen considerably. The Bank is playing a greater role in donor coordination.
- However, there is no evidence yet of better performance at a project level or of more critical policy dialogue in-country.

OPEV contributed two major independent evaluation studies to the ADF Mid-Term Review

Decentralization at a glance

- 81% of the portfolio covered by 22 Field Offices (April 2009)
- 7.76 million (UA) = Capital costs of the Field Office network (2004-2008)
- 1 million (UA) = Estimated average annual operating costs of each Field Office

African Development Bank Group

- Headquarters
- Temporary Relocation Agency
- Field Office



Has Quality at Entry Improved at the Bank?

OPEV review finds moderate improvement in quality at entry of ADF operations – but no change in quality at entry of Country Strategy Papers. The review considered whether quality at entry of ADF-financed strategies and operations had improved in recent years.

Main Findings

- The assessment found moderate improvement in overall quality at entry of ADF operations. There was significant improvement in technical, financial, economic, policy, institutional, and implementation dimensions, but deterioration in poverty, gender, social and storyline analysis.
- Country Strategy Papers showed no change in overall quality at entry.

Factors that affect quality at entry include

- Commitment to results
- Effective review structures and processes
- Adequate resources for preparation
- Staff capacity and skills-mix
- Realistic planning cycles and lending targets
- Flexibility in the size of Project Appraisal Reports

Key Recommendations

What should the Bank do to improve quality at entry?

1. Set clear quality standards for quality at entry
2. Train staff adequately
3. Monitor compliance-by Bank staff and management-with new standards and processes
4. Review constraints on quality at entry with regard to poverty, gender and the environment

OPEV Contributes to ADF-XI Mid-Term Review

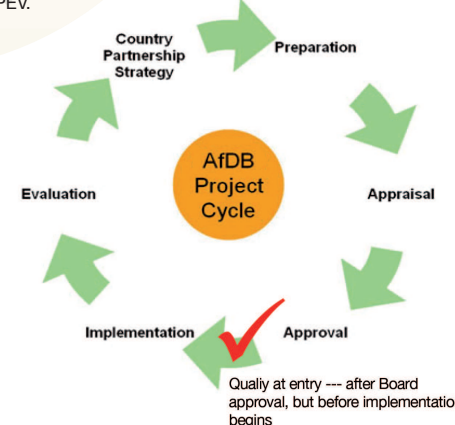
Progress in implementing reforms and operations under ADF-XI was reviewed in October 2009. OPEV contributed two major independent evaluation studies to the review.

African Development Fund Deputies and borrower representatives met in Helsinki in October 2009 to review progress towards ADF-XI commitments. The Mid-Term Review (MTR) considered progress in the Bank's institutional reforms and development results achieved under ADF-XI.

As the Bank's independent office of evaluation, OPEV was asked to undertake two evaluations:

- i) An assessment of progress in implementing the Bank's decentralization strategy; and
- ii) An assessment of "quality at entry" of recent operations.

These studies analyse elements of institutional effectiveness that contribute to operational quality and results under the ADF. Both are available from OPEV.



"Quality at entry" refers to aspects of a Bank project, program, or strategy at the time it enters the portfolio – after Board approval, but before implementation

Did you know?

- 2005 - The Bank conducts its first quality at entry assessment
- 2009 - The Bank launches "Readiness Reviews" to support the quality at entry and results orientation of country strategies and operations