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MEMORANDUM

TO : THE BOARDS OF DIRECTORS

FROM : Vasantt JOGOO
Acting Secretary General

SUBJECT : 2005 ANNUAL REPORT
OPERATIONS EVALUATION DEPARTMENT (OPEV)*

Please find attached hereto, the above-mentioned document.

Attch.

Cc: The President

Mr. D. BARNETT	* Questions on this document should be referred to :		
Mr. A. COKER	Ag. Director	OPEV	Extension 2041
	Principal Post Evaluation Officer	OPEV	Extension 3425

AFRICAN DEVELOPMENT BANK GROUP



2005

ANNUAL REPORT

**OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

February, 2006

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FOREWORD

1. In this report, the Operations Evaluation Department (OPEV) presents an overview of its activities for 2005. The future challenges in respect of an effective, independent evaluation function are also highlighted.
2. In 2005, the department continued to make significant progress on the scaling up of evaluation activities. This was made possible by the improved skill mix achieved through a larger number of new staff intake in 2004. An independent review of the Department's activities has revealed an upsurge in the number of products following the decline in activities between 1998 and 2003. 'A robust recovery is underway and the materiality and comprehensive evaluation studies have improved significantly'¹. Despite this, the role of the independent evaluation function in assessing development effectiveness of the Bank is restricted by limitations that continue to exist in the structure of OPEV, the size and skills mix of the staff, limited evaluation dissemination and follow-up action on evaluation results.
3. One of the main aims of the CODE approved 2005-7 rolling work programme for OPEV, was to reshape independent evaluation in the Bank to meet the changing needs and make evaluation more relevant for the pursuit of Development Effectiveness. To this end, greater emphasis was made amongst other issues in 2005 to capturing the results dimensions of Bank Group operations in order to foster achievement of greater development effectiveness by moving to higher planes of sector, thematic, country-wide assistance evaluations and attempted assessment of the achievement of higher level outcomes. The resultant product mix included project level-evaluations in the agriculture, social, education, health, transport and telecommunications sectors in 5 ADF Countries; Country Assistance Evaluations of six RMCs; reviews of operational processes and procedures, including a first review of the Bank's Country Strategy Papers (CSPs) and Country Portfolio Reviews (CPRs) for selected years; classification of Bank Group interventions into new sectoral and thematic groups and the preparation of the first Review of Development Effectiveness.
4. The drive for new initiatives and processes and the need to demonstrate results, in reducing poverty puts a high priority on ensuring the adequacy of the evaluation and control system. Viewed against this pressure, the existing gaps in the evaluation function at the Bank have to be addressed by the Board and Management in order to meet their development effectiveness oversight responsibilities. OPEV has prepared a paper on the matter to facilitate discussion on the issues.
5. The Bank's development effectiveness can be measured at the project or individual program level and at the sector and country level. Overall, evaluation findings show improvement over the past decade in the rating of outcomes of Bank projects but in recent years including 2005 the ratings tend to reveal unchanged performance. With one quarter of the projects and programs rated satisfactory there is substantial room for improvement.

¹ See, The Independence of the Evaluation Department of the African Development Bank; Report of the Senior Evaluation Advisors – October, 2005.

1. Introduction

1.1 An overview of the Operations Evaluation Departments (OPEV) activities for 2005 is presented in this Annual Report. It outlines and assesses the situation of staff, financial resources and evaluation products for 2005. The report also highlights the challenges for the future regarding OPEV structure, staffing level and feedback and dissemination.

1.2 The 2005 work programme was both a continuation of the evolving philosophy and trends of the preceding years as well as a reflection of emerging issues in development evaluation. It was done against a backdrop of only limited work being done in the area of measurement of performance in strategic priority areas and country programmes. It reflected strategic priorities for OPEV that are similar to the Bank Group's strategic focus. As such the scope of the evaluation products have been extended from individual projects and programs to sectoral, thematic and country-wide assistance evaluations, a mix of evaluation products that now strongly resembles that of other MDBs.

1.3 The 2005 work programme had four broad strategic priorities. The first was extending the scope to Country, sector and thematic evaluations with greater emphasis on orienting the programme to capture the results dimensions of Bank Group operations to foster achievement of greater development effectiveness. The second was enhancing feedback and outreach through better knowledge management and dissemination processes to influence operational policies and practices of both the Bank Group and the Regional Member Countries. The third was developing capacities for effective monitoring and evaluation of projects, programmes and development effectiveness at the RMC level; and the fourth was building and maintaining partnerships with other bilateral and multilateral development assistance agencies to harmonize monitoring and evaluation procedures and build synergy in evaluation practice.

1.4 The report is laid out in six sections. Section two presents the CODE approved work programme for 2005 as well as details of its actual implementation and the budget utilised. Staff recruitment issues are also discussed in this section. Section three gives a brief overview of selected evaluation products in 2005, whilst section four gives similar highlights of evaluation related activities in the reporting year. Section five discusses issues on how OPEV's effectiveness could be improved in the coming years, particularly with regard to future challenges in monitoring and evaluating the Bank's development effectiveness. Section six provides concluding observations from the evaluation findings of the reporting year.

2. 2005 Work Programme and Budget

2.1 2005 Work Programme

2.1.1 The evaluation products planned and achieved in 2005 are presented in Table 1. The figure of 79 (plus) products as shown in the Table indicates that most of the planned work programme was achieved. The limitations for those that were not achieved centred on revisions due to resource limitations. However, additional unplanned work was also completed for new initiatives. The department also maintained the upward trend in the number of evaluation products and evaluation related activities accomplished.

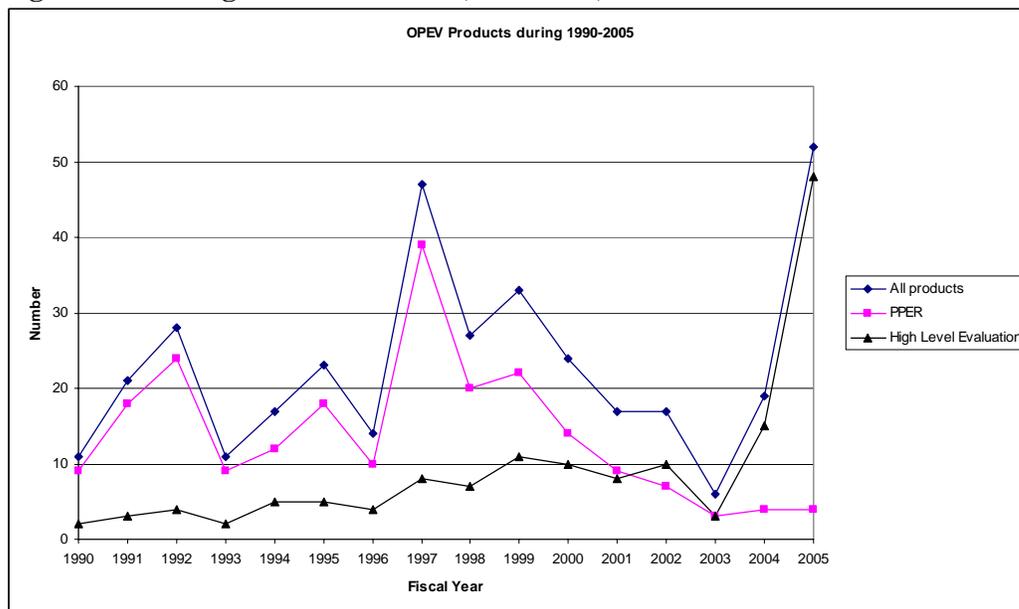
Table 1: Work Planned for and Completed in 2005 – An Assessment

No	Products	Volume Planned	Work Done	Remarks
1.	Project/Programme Evaluations			
	PCR Review Notes	30	49	Most were completed in the fourth quarter and therefore did not lead to PPERs for 2005
	Review Report on the Expanded Supervision Report (XSAR) of OPSD	1	--	No XSAR prepared as yet by OPSD
	Preparation of PPERs	10	4	See comment on PCR Notes
	Country Sector Reviews	3 Countries	5 Countries	20 sector reviews were completed for the 5 Countries
	Sub-total	44	58	
2.	Sector Reviews, Policy Reviews & Thematic Evaluations			
	Sector Reviews	3	1	Reduced due to lack of resources
	Sub-total	3	1	
3.	Country Assistance Evaluations	5	4	Reduced due to lack of resources
	Sub-total	5	4	
4.	Review of Operational Processes and Procedures			
	Review of Bank Group Supervision System	1	--	Underway
	Process review of CSPs	1	1	
	Process review of CPRs	1	1	
	Working paper on Loan Cancellation Policy	1	1	Working Paper
	Sub-total	4	3	
5.	Corporate Evaluations			
	Development Effectiveness Report	1	--	Nearing Completion
	2006 ARDE Approach Paper	1	--	Postponed due to lack of resources
	Discussion Paper – Closing Evaluation Gaps at AfDB	--	1	
	Sub-total	3	1	

6.	Monitoring and Evaluation Capacity Development			
	Operations Evaluation Manual	1	--	Nearing Completion
	Evaluation Capacity Development Workshop	1	1	
	MDB Evaluation Co-operation Group and OECD/DAC meetings	2	3	
	External Staff Training	1	3	
	Sub-total	5	7	
7.	Knowledge Management and Dissemination			
	Publication of <i>Sharing</i>	4	3	The 4 th is under preparation
	OPEV Helpdesk on Internet and Intranet	1	Maintenance	
	Interdepartmental Working Group Meetings and Report Reviews	1	Several	
	Knowledge Management Strategy 06/08	--	1	
	Guidelines for Lines of Credit	--	1	
	Sub-total	6	5+	
	Grand Total	70+	79+	

2.1.2 Figure 1 depicts the continuous increase in the number of OPEV evaluation products produced since 2003. The number of products relating to higher-level evaluations was substantially increased in 2005. In addition other evaluation related activities were scaled-up in order to meet the future challenges of greater volumes of higher level evaluations.

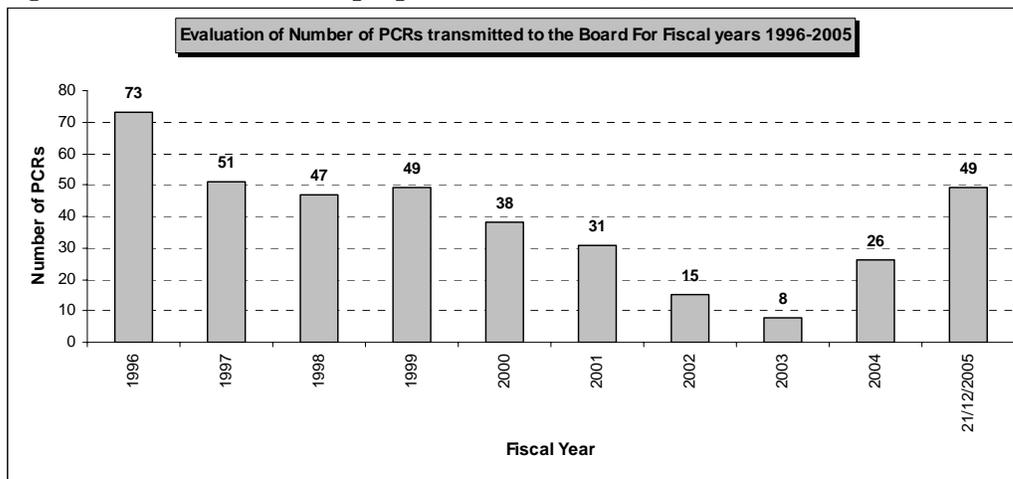
Figure 1: Showing OPEV Products (1990-2005)



2.1.3 The huge rise in PPER evaluation related activities for 1997 depicted in Figure 1 is attributed to the near absence of ADF funds in that year and the consequent increase in the production of PCRs by operations staff (see also figure 2). As ADF funds became available, there was a shift in focus to lending activities and subsequent decrease in the preparation of PCRs from 1998 to 2002. Decreases in 2003 are attributed to the general decline in Bank Group activities due to the relocation. As shown in Figure 1, despite problems with the timely preparation of PCRs, evaluation activities increased substantially from 2004 to 2005 because of the change to higher level evaluations that are not dependent on PCRs.

2.1.4 The Operations complex put more effort in the preparation of PCRs in 2005 to reduce the PCR backlog. With more PCRs available, OPEV reviewed a total of 49 of them. However, the late completion date of those PCRs in the fourth quarter meant that recommendations for PPERs could not be initiated and taken to completion in the reporting year. Figure 2 shows the trend in the delivery of PCRs to the Board over a ten year period from 1996 to 2005.

Figure 2: Number of PCRs prepared (1996 – 2005)



2.2 2005 Operating Budget

2.2.1 The total direct cost approved for implementation of the 2005 Work Programme was UA 1,042,517 (excluding staff costs and overheads, and bilateral funding). Table 4 details the actual budget expenditure as at 20th December 2005.

Table 4: OPEV Budget Expenditure for 2005 (UA)

No.	Heads of Expenditure	Budget	Actual	Commitment	Assigned	Available
1	Staff Missions	140,945	136,125	3,929	140,054	891
2	Consultancy	881,981	606,145	275,046	881,191	790
3	Short Term Staff and Technicians	14,419	13,678	377	14,055	364
4	Others	5,172	2,538	2,006	4,544	628
	Total	1,042,517	758,486	281,358	1,039,844	2,673
		(100)	(72.75)	(26.98)	(99.7)	(0.3)

Note: Figures in parentheses denote percentages.

2.2.2 The department utilised over 99% (UA 1,039,844) of the approved budget of UA 1,042,517.

2.3 Bilateral Funding

As in previous years, the OPEV budget was augmented by bilateral funding for technical assistance as well as for evaluation studies. Funds from this source amounted to UA 168,899 (estimated exchange rate as at December 2005) in 2005. This represented about 14% of the total resources available for 2005. The breakdown is as follows:

- a. Canadian Trust Fund: UA 9,022 (CAN\$ 15,000) for staff training
- b. Danish Trust Fund: UA 109,027 (US\$ 155,270) for the Health sector review in Ghana and Tanzania.
- c. Norwegian Trust Fund: UA 32,593 (US\$ 52,113) for the evaluation of the Southeast Rangeland project and Wush Wush II tea project in Ethiopia.
- d. Swedish Technical Cooperation: UA 18,257 (US\$ 26,000) for technical assistance for evaluation assignments.

2.4 Staffing and Structure

One of the key constraints in 2005 was the difficulties engendered by the flat structure of OPEV and persistent problem of understaffing which though improving still calls for more gradual increases over the 2006-2008 rolling work programme period. Increased demand for better quality and higher volumes of evaluation necessitates further gradual increases in the staff strength of the department. In 2005, two additional staff (an Agriculture Economist and Infrastructure Economist) were recruited, thus raising the professional staff strength from 10 to 12. It is imperative now that the organisational change that was proposed in the 2005 work programme that provides for two divisions and division managers within the department needs to be realized soonest. This will enable OPEV to continue the substantial improvement in the independent evaluation function achieved over the last few years through an improved management structure and quality control of evaluation products.

3. Highlights of Selected Evaluations

3.1 Review of Development Effectiveness (RDE) 2005

3.1.1 The review was largely a desk exercise drawing on available evaluation materials. The process involved; review of completed and ongoing projects, self and independent evaluation, the classification into sectors and themes of completed and on-going projects, the mapping of the objectives of projects and programs against MDG-AfDB indicators.

3.1.2 The review attempts to respond to the questions: Is the Bank doing the right things and is it doing them right? The answer to both questions is a qualified yes. With respect to the first question the analysis shows that 84% of ADF resources and 81% of ADB resources committed to on-going projects are aligned to the MDG-AfDB priorities. However, the resources committed for cross-cutting issues are not consistent with the focus given to this issue in the Bank Strategic Plan.

3.1.3 On the second question, the Bank is to a certain extent doing things right but with shortcomings. A large majority (78%) of the completed projects with PCRs, have satisfactory or highly satisfactory outcome ratings notwithstanding their relatively long implementation periods. 2004 projects at risk (43%) and the age of on-going projects (4.2 years) indicate the need for improvement.

3.2 Country Strategy Paper (CSP) Reviews

The review of 2002-2004 Country Strategy Papers covers 36 CSPs adopted by the Boards during the ADF IX replenishment period. Consistency of CSPs regarding the six key principles described in the annotated CSP format was assessed as well as the usefulness of CSPs for planning and management of Bank Group operations. The ratings of the six key principles were mixed. The 2002-2004 CSP quality was relatively better. It satisfactorily reflected the principles of governance, client ownership and strategic partnership and selectivity. The application of the principles of poverty focus, outcome indicators and use of self-evaluation findings and scenarios however, revealed shortcomings. Constraints relating to the CSP process itself, analytic capabilities in the Bank and difficulties faced by Country teams were highlighted. The recommendations of the report are to be taken into account in the next cycle of preparation of Results Based CSPs. Some of these relate to the strengthening of the capacity and coordination of the Country teams.

3.3 Country Portfolio Reviews (CPRs)

The review of 2000-2004 Country Portfolio Reviews was the first of its kind and it assessed the policy, format and guidelines of CPRs undertaken during 2000 to 2004. It also examined the process of preparation, consultation with client countries, analyzed the content and gauged the adequacy and depth of coverage of portfolio issues, their relevance and usefulness as a portfolio performance management tool. Lessons and recommendations on the policy, process and content of future CPRs were identified to make them more useful as instruments for reporting on achievements and formulating future Bank assistance strategies in the RMCs. Recommendations focused on an update of the policy guidelines and format of CPRs, an increased focus on systemic and generic issues as well as harmonization of the rating scales and methodology for supervision reports.

3.4 Sector and Country Assistance Evaluations

3.4.1 Several sector reviews were carried out to feed into the Country Assistance Evaluations (CAEs) which were conducted in the following countries: Ghana, Mali, Mauritania, and Tanzania. These country evaluations focused mainly on the development effectiveness of the Bank Group's assistance over the last three country strategy papers (CSPs) 1996-2004 and provide lessons for the next round of CSPs.

3.4.2 In all four countries, the Bank's strategies were relevant, focusing on areas that were priorities for the Governments. Recommended in the CAEs is the necessity for quantifiable, time-bound and realistic performance indicators to better track the performance of Bank actions, as well as country-level progress in meeting agreed development goals and targets.

3.5 Review of OPEV's Evaluation Independence

3.5.1 In 2005, all aspects of OPEV's impartiality and independence was reviewed by a team of senior evaluators. The scope of the review was centered on two key areas of (a) Established functional responsibilities, processes and methods and (b) OPEV's independence through its internal and external relationships. These two areas were examined in relation to the ECG template and thus facilitated further benchmarking against the Good Practice Standards and criteria already set by the Evaluation Cooperation Group.

3.5.2 The evaluators proposed changes in the framework and modalities of independent evaluation in six key areas of (a) Reporting Relationship, (b) OPEV Head, (c) Unrestricted Access, (d) Conflicts of Interest, (e) Behavioral Independence and (f) Self Evaluation.

3.6 Assessing the Evaluation Gaps

3.6.1 In the reporting year a discussion paper was produced that details the self and independent evaluation gaps at the AfDB. The paper examined current issues in self and independent evaluation at the Bank - identifies their major gaps and recommends actions to close them. The overall sense that emerges from the paper is that AfDB has been making efforts to rectify blemishes of the "approval culture" by attending to issues bearing on portfolio quality, including - importantly, the development of self- and independent evaluation systems.

3.6.2 The discussion paper proposes an action plan centered on three key areas. The Policy and Strategy of the Evaluation Function; Monitoring and Self-Evaluation and; Independent Evaluation. The multi-year action plan presents key recommendations up to the year 2008 and involves interactions between OPEV and the operations complexes. They are outlined in the three key areas of 1). Policy and Strategy of the Evaluation Function; 2). Monitoring and Self Evaluation and 3). Independent Evaluation.

4. Evaluation Related Activities

4.1 Knowledge Management and Dissemination

A strategy for Knowledge Management and Dissemination was prepared in the reporting year. The rationale for this key OPEV strategy hinges on the need for more accessible, relevant and timely evaluation findings, lessons, and recommendations, so as to better influence the design and implementation of Bank operations. The action plan of the strategy identifies different types of activities to be undertaken to strengthen the department's dissemination, feedback, and monitoring and evaluation capacity building initiatives over the next three years. Also, the department started publishing in 2005 a quarterly bulletin called 'OPEV Sharing'.

4.2 Evaluation Capacity Building

As part of its monitoring and evaluation capacity building efforts, the department jointly organized with partner institutions a Regional Development Evaluation Seminar in Tunis on April 4-8, 2005. Survey responses indicated a high achievement of the primary objective of the week-long seminar which was to introduce key concepts, approaches, and

methodologies used in development evaluation to decision-makers engaged in PRSP activities in Africa.

4.3 Thematic and Sectoral Projects Classification

In 2005, OPEV commenced and completed the classification of Bank Group interventions into new sectoral and thematic classifications². The database will enable a better understanding of the extent of the alignment of the Bank's interventions with MDG-AfDB indicators. The data from this exercise was used in the preparation of the Review of Development Effectiveness (RDE) and sector reviews undertaken during the year.

4.4 Partnerships and Evaluation Cooperation Activities

4.4.1 OPEV also participated in ECG meetings in London on March 14-16, 2005. OPEV management in attendance exchanged ADB's experience on the use of lessons derived from completed evaluations, the feedback system in place, results of completed evaluations, OPEV's work programme, and ongoing evaluation activities. Established by the heads of evaluation units in MDBs in 1996, the Evaluation Cooperation Group (ECG) members include the ADB, Asian Development Bank (AsDB), European Bank for Reconstruction and Development (EBRD), Inter-American Development Bank (IADB), the World Bank, and IFC. The UNDP and the Development Assistance Committee (DAC) Working Group on Evaluation are observer members.

4.4.2 OPEV's strategic partnerships with other development partners were enhanced in the course of 2005 through among others, the secondment of a World Bank adviser and the sharing of experiences with the Inter-American Development Bank.

4.4.3 The service of an evaluation expert and former manager in OED of the World Bank was put at the disposal of the Bank and OPEV in particular for periodic consultation and advice over a period of 60 days in 2005. During his stay, he conducted a mini-workshop with staff on improving the relevance of the department, gave a paper in seminar on evaluation methodologies and held several brainstorming sessions on various evaluation issues. Also, a three-person team from the office of evaluation and oversight at the IADB visited OPEV in September 2005. The purpose of the visit was to share experiences and discuss future cooperation between the two evaluation departments. Discussions centered around the effectiveness of supervision with regards to the Bank Group's policies, guidelines, procedures and manuals; the extent to which supervision trigger responses by operation and management; and how the supervision process is monitored to ensure compliance, effectiveness and consistency of supervision instruments.

² The Bank Group interventions comprise the completed projects during the period 1988-2005 and the on-going projects with at least one third disbursement.

5. Improving OPEV's Effectiveness

5.1 Closing the Evaluation Gaps

5.1.1 In 2005, substantial progress was made on the major challenges of OPEV. However, several evaluation Gaps still exist that needs to be closed in the areas of self-evaluation, independent evaluation and evaluation capacity development at the RMC level.

5.1.2 The integral link and interdependence of both self and independent evaluation makes it imperative to move on both fronts in working to strengthen the overall evaluation function. Also, both categories provide the means for assessing the effectiveness of completed operations, as well as for controlling and enhancing the prospects of on-going ones. They can therefore, have continuing and substantial relevance to improving portfolio quality and its development effectiveness.

5.1.3 The main problem for self-evaluation reports is the delay in preparing PCRs, Country Portfolio Performance Reports, mid-term reviews and completion reports for Country strategies, grants, technical assistance, and economic and sector work. As a consequence, independent evaluation is largely limited by the insufficient availability of self-evaluation products particularly PCRs. Also, evaluation is inadequate for sub-regional and global programs, and an absent for impact evaluation studies. The evaluation capacity development gaps are due to limited Bank evaluation capacity development activities at the Country level (much fewer in French and Portuguese speaking countries). The emphasis on results, effectiveness, and impact has underlined the importance of Evaluation Capacity Development. It comprises creation of structures, adoption of policies and practices for effective evaluation and skills development. Beyond the evaluation function, it can serve to foster better governance in Countries and institutions by promoting transparency, accountability and a performance culture.

5.2 Improvement of Evaluation Guidelines, Processes and Procedures

5.2.1 Issues to do with evaluation guidelines, processes and procedures were highlighted in the 2005 work programme and thus received close attention throughout the year. The challenges in this area relate to the effectiveness of guidelines, the review process, selection and use of consultants and the work assignment and skills of evaluators.

5.2.2 The preparation of updated evaluation guidelines was initiated in 2005 and will be completed early in 2006. The new process for the review of evaluation reports, particularly the use of external peer reviewers for important evaluation reports to be circulated to the Board, continued to play an important role in improving the quality and credibility of OPEV products in 2005. The proposal is to develop and periodically update a database of qualified and experienced peer reviewers for different sectors and themes in advance.

5.2.3 The need for a greater skill mix in OPEV was partially resolved this year as in other years by the use of external consultants who bring fresh and independent views as well as technical excellence to evaluation products. However, this short term fix is made difficult by the difficulties associated with the identification of good consultants. For the foreseeable future OPEV will continue to resolve the problem of a lack of depth in the Bank Group's roster of experts by developing a dynamic in-house database that will be informed by our past experiences and the recommendation of our development partners.

5.2.4 The increased staff strength with a more diversified skills-mix over the past year has enabled a more rational assignment of work to staff, based on the expertise profile. OPEV will continue to better equip its staff by improving their skills in various methods of evaluations through participation in internal and external training and exchange programs with sister MDBs, and other institutions.

5.3 Mainstreaming M & E, RBM and Application of Recommendations from Recent Reviews

5.3.1 OPEV's experience and documented knowledge confirms that high quality evaluations are achieved by a clear identification of intervention goals and objectives that require clarity in the identification of measurable performance indicators (PIs) and the causal chain between inputs/activities, outputs and the intended outcomes. Effective evaluation also requires establishment of frameworks and mechanisms by which measurement of results and monitoring of PIs could be achieved at all stages of the project cycle. This requires allocation of adequate resources in the project design to provide for monitoring capability in borrowers/executing agencies.

5.3.2 Some recent documents, notably the 2002-2003 APPR and OPEV's review of 2000-2004 CPRs that was completed in the reporting year have found shortcomings in the supervision quality and portfolio monitoring at the Country level. A recent random assessment of supervision reports, revealed the lack of information on measurement or achievement of project goals and objectives, including information that could serve as proxy to measure intermediate outcomes and results on the ground outputs, objectives or goals. Such shortcomings in the supervision reports limits their usefulness for the preparation of self evaluation reports such as CPRs, APPRs, PCRs and independent evaluation reports such as PPERs.

5.3.3 The quality of supervision has suffered primarily because of the inadequate human and financial resources. The paucity of the evaluation culture in the bank could also be contributing to the self evaluation gaps. Consequently, there is need to provide adequate resources for supervision activity, and to inculcate the evaluation culture among operational staff.

5.3.4 Generally, the situation regarding follow-up action on evaluation findings was ineffective, being neither institutionalized nor systematic. The recently completed external review on OPEV's independence identified several gaps in tracking the implementation of lessons learnt and recommendations. The report called for enhancing the evaluation feedback and knowledge management function of OPEV, introducing a formal Management response to OPEV's major evaluation products and setting up a management action tracking system. It also required OPEV to oversee, through its annual review, the implementation of lessons learnt and recommendations from evaluation findings. It is against this background that OPEV has now prepared an Evaluation Feedback and Knowledge Management Strategy for CODE's consideration.

5.4 Reporting on Bank Group Development Effectiveness

5.4.1 Evaluating AfDB performance is a subset of the overall challenge of measuring effectiveness of development assistance. DAC defines effectiveness as: “The extent to which the development intervention’s objectives were achieved or are expected to be achieved taking into account their relative importance”. Effectiveness should, therefore, focus on outcomes and impact i.e. on the ultimate objectives of interventions. The Bank’s approach to measuring development effectiveness, consistent with that of the World Bank, uses a standard set of evaluation criteria for rating projects or programs.

5.4.2 OPEV’s consistent progress as evidenced in 2005 for higher level evaluations such as Country assistance evaluations, sector-level evaluations and process reviews is significant. This is because they provide important inputs for making comprehensive assessments of development outcomes particularly for the type of approach adopted by the AfDB for measuring Development Effectiveness. However, the challenges in this area relate to the sustainability and improvement of quality and quantity of such higher level evaluations. For instance, the department had to drop impact evaluation because of resource limitations. However, the completion of the first Review of Development Effectiveness creates a store of relevant experience for future reporting.

5.4.3 Overall, in the reporting year, OPEV has made substantial efforts to rectify existing shortcomings and innovate in several areas related to an effective evaluation function. However, much still needs to be done in closing the various evaluation gaps. This will require improving OPEV’s structure to facilitate effective span of control, deploying additional human and financial resources to strengthen the evaluation function, and ensuring that there is increased commitment from operations complex to clear up the backlog of PCRs. This will help bridge existing self-evaluation gaps on all Bank Group lending and non-lending activities so that all concerned can help OPEV to effectively address both its traditional engagements, as well as the new orientation towards reporting on development effectiveness.