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November 2019

## Independent Evaluation Department Work Program, 2020–2022

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Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
CAREC	–	Central Asia Regional Economic Cooperation
CPS	–	Country Partnership Strategy
DEC	–	Development Effectiveness Committee
DMC	–	Developing Member Countries
GMS	–	Greater Mekong Subregion
IED	–	Independent Evaluation Department
PCR	–	Project Completion Report
TA	–	technical assistance
XARR	–	Extended Annual Review Report

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In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

1. As specified in the policy paper *Review of the Independence and Effectiveness of the Operations Evaluation Department*,<sup>1</sup> the Board of Directors of the Asian Development Bank (ADB) is responsible for approving the work program of the Independent Evaluation Department (IED).
2. The Work Program, 2020–2022 supports IED’s overarching strategic objective of strengthening its impact through high-quality evaluations, alignment with Strategy 2030, and enhanced knowledge management work. IED developed the work program in close consultation with the Development Effectiveness Committee (DEC) of the Board of Directors, ADB Management, and concerned departments.
3. The program takes into account IED’s role in: (i) providing timely input to the formulation of ADB strategies, policies, and programs; (ii) providing real-time feedback during loan processing and implementation; (iii) building the evaluation capacity of regional departments and developing member countries (DMCs); and (iv) producing strategically relevant knowledge on emerging regional development issues to inform ADB operations and development policies in its DMCs. Evaluations already approved under the Work Program 2019–2021 will continue as planned.
4. In delivering the 2020–2022 program, IED will prioritize: (i) further optimization of its human resources; (ii) continued alignment with Strategy 2030; (iii) further refinement and rebalancing of its mix of high-, mid-, and project-level evaluations; and (iv) further strengthening of its knowledge management and evaluation capacity development work. So IED can remain responsive to Board and DEC requests for evaluations, a contingency fund will be set aside for unprogrammed evaluation work during each year.
5. Evaluations over the 2020–2022 period will cut across all seven operational priorities and other major objectives of Strategy 2030. For example, to contribute to *tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability* (operational priority 3), IED will evaluate ADB support for safeguards (2020), energy (2020), climate change operations (2021), and air pollution control and solid waste management (2022). The evaluations of air pollution control and solid waste management (2022) and those planned for water and other urban infrastructure services (2021 and 2022) will also contribute to *making cities more livable* (operational priority 4).
6. The evaluations of knowledge solutions (2020), the finance sector (2021), and public financial management (2022) will contribute to *strengthening governance and institutional capacity* (operational priority 6). Regional program evaluations of ADB support to Central Asia Regional Economic Cooperation (CAREC) in 2021 and the Greater Mekong Subregion (GMS) in 2022 will support *fostering regional cooperation and integration* (operational priority 7).
7. IED will maintain a strong focus on private sector operations, in line with the planned expansion of ADB nonsovereign operations under Strategy 2030. IED will evaluate ADB support for public–private partnerships (2020), the additionality of ADB nonsovereign operations (2021), and “One ADB” and the coordination of public and private operations across the institution (2021).
8. Country program evaluations and validations will improve country knowledge and feed into new country partnership strategies (CPS). In addition to the CAREC (2021) and GMS (2022) regional program evaluations, IED will conduct a country assistance program evaluation for Bangladesh (2020). It plans to deliver around 18 CPS final review validations over the 2020–2022 period.

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<sup>1</sup> ADB. 2008. *Review of the Independence and Effectiveness of the Operations Evaluation Department*. Manila.

9. Sector-level evaluations will include: four sector-wide evaluations, one sector assistance program evaluation, and three sector synthesis notes over 2020–2022. These evaluations will cut across all Strategy 2030 operational priorities. IED will continue to contribute to raising ADB's institutional effectiveness. Corporate and thematic evaluations of knowledge solutions (2020), "One ADB" (2021), the procurement system (2022), and credit and risk management functions (2022), among others, will contribute to the Strategy 2030 goal of creating a stronger, better, and faster ADB.

10. IED's flagship Annual Evaluation Review (AER) will continue to provide a definitive assessment of the performance and results of ADB's sovereign and nonsovereign operations. The AER provides an annual summary of IED's work and its special theme chapters will be aligned with Strategy 2030 priorities. AER theme chapter in 2020 will cover ADB's project self-assessments and in 2021 it will cover ADB support for the Sustainable Development Goals.

11. Project-level evaluations assess the design, implementation, and performance of projects, programs, grants and technical assistance (TA). Each year, IED plans to undertake 12 to 13 project evaluations (covering both sovereign and nonsovereign operations) and two TA project evaluations. Project and TA evaluations will be designed to feed into higher-level (sector, country, corporate, thematic) evaluations and will also take into account Strategy 2030 priorities.

12. IED will continue to validate 100% of all circulated PCRs (which cover sovereign operations) and Extended Annual Review Reports (which cover nonsovereign operations). At the request of the Board of Directors, IED has developed a new system to validate TA completion reports. The system was piloted in 2019 and will be launched in 2020. ADB will become only the second multilateral development bank to assess the performance and results of its technical assistance operations on a systematic basis.

13. IED will continue to strengthen the use and influence of its evaluations through outreach, knowledge sharing, evaluation capacity development, and quality interactions with stakeholders. IED will strengthen its strategic approach to internal and external outreach activities to ensure that evaluation knowledge is made more accessible, valued, and utilized within and outside ADB. IED will organize targeted dissemination events, diversify outreach material and media, and engage more with ADB departments and partners on knowledge sharing. To respond to the growing demand for evaluation capacity development, IED will also take a strategic approach to working with departments in training staff and with executing and implementing agencies in developing member countries.

14. IED will continue its initiatives to strengthen regional evaluation capacity development programs in close coordination with relevant ADB regional departments and partner institutions. In partnership with the ADB Office of Information Systems and Technology, IED will also use artificial intelligence and machine learning to improve access to evaluation knowledge and lessons, for the benefit of future ADB operations and the wider public. IED will also continue to improve the management action record system, as well as to enhance its evaluation information system.

15. On 30 September 2019, the DEC discussed and endorsed IED's proposed Work Program, 2020–2022. IED's proposed work program is attached for Board approval.

**INDEPENDENT EVALUATION DEPARTMENT: WORK PROGRAM 2019 AND PROPOSED FOR 2020–2022**

Evaluation Products	2019	2020	2021	2022
<b>High-Level Evaluations</b>				
<b>Corporate Evaluations</b>	<ul style="list-style-type: none"> <li>Private Sector Equity</li> <li>ADF XI and 12 Operations</li> <li>Multitranche Financing Facility</li> </ul>	<ul style="list-style-type: none"> <li>Safeguard Policy Statement</li> </ul>	<ul style="list-style-type: none"> <li>One ADB: Coordination of Public and Private Operations and Across the Institution</li> </ul>	<ul style="list-style-type: none"> <li>ADB Procurement System for Operations</li> <li>ADB's Credit and Risk Management Function</li> </ul>
<b>Thematic Evaluations</b>		<ul style="list-style-type: none"> <li>ADB Support for Public–Private Partnerships</li> <li>Knowledge Solutions for Development</li> </ul>	<ul style="list-style-type: none"> <li>Support for Climate Change Operations and Resilient Infrastructure</li> <li>Additionality of ADB Nonsovereign Operations</li> </ul>	<ul style="list-style-type: none"> <li>ADB Support to Air Pollution Control and Solid Waste Management (Livable Cities)</li> <li>ADB Support to Strengthening Public Financial Management</li> </ul>
<b>Sector-Wide Evaluations</b>		<ul style="list-style-type: none"> <li>ADB Support for the Energy Sector including the Energy Policy</li> <li>ADB Support for the Transport Sector</li> </ul>	<ul style="list-style-type: none"> <li>ADB Support for the Finance Sector</li> </ul>	<ul style="list-style-type: none"> <li>ADB Support to Urban Water Development</li> </ul>
<b>Sector Assistance Program Evaluations</b>	<ul style="list-style-type: none"> <li>Finance Sector (Indonesia)</li> <li>Power Sector (Pakistan)</li> </ul>		<ul style="list-style-type: none"> <li>Water and Urban Services (PRC)</li> </ul>	
<b>Country Program Evaluations</b>	<ul style="list-style-type: none"> <li>Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>Bangladesh</li> </ul>	<ul style="list-style-type: none"> <li>Central Asia Regional Economic Cooperation</li> </ul>	<ul style="list-style-type: none"> <li>Greater Mekong Subregion</li> </ul>
<b>Annual Report</b>	<ul style="list-style-type: none"> <li>Annual Evaluation Review with theme chapter on Corporate Results Framework and Scorecard</li> </ul>	<ul style="list-style-type: none"> <li>Annual Evaluation Review with theme chapter on ADB's Self-evaluation System, Part 2: Project Self-Assessment</li> </ul>	<ul style="list-style-type: none"> <li>Annual Evaluation Review with theme chapter on Progress on Supporting Sustainable Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>Annual Evaluation Review with theme chapter (TBD)</li> </ul>
<b>All Other Evaluations</b>				
<b>CPS Final Review Validations<sup>a</sup></b>	<ul style="list-style-type: none"> <li>Armenia</li> <li>Bhutan</li> <li>Cambodia</li> <li>Fiji</li> <li>Georgia</li> <li>Nepal</li> <li>Thailand</li> </ul>	<ul style="list-style-type: none"> <li>Lao PDR</li> <li>Maldives</li> <li>Malaysia</li> <li>Mongolia</li> <li>Pacific Approach</li> <li>Pakistan</li> <li>Papua New Guinea</li> </ul>	<ul style="list-style-type: none"> <li>Afghanistan</li> <li>India</li> <li>Kazakhstan</li> <li>Myanmar</li> <li>Sri Lanka</li> <li>Turkmenistan</li> </ul>	<ul style="list-style-type: none"> <li>Azerbaijan</li> <li>Kyrgyz Republic</li> </ul>

Evaluation Products	2019	2020	2021	2022
<b>All Other Evaluations</b>				
		<ul style="list-style-type: none"> <li>• People's Republic of China</li> <li>• Tajikistan</li> <li>• Timor-Leste</li> <li>• Viet Nam</li> </ul>		
<b>Sector Synthesis Notes</b>	<ul style="list-style-type: none"> <li>• Environmental and Social Performance in Sovereign and Nonsovereign Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental and Social Performance in Sovereign Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental and Social Performance in Sovereign and Nonsovereign Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental and Social Performance in Sovereign Operations</li> </ul>
<b>Systematic Review/ Impact Evaluation</b>		<ul style="list-style-type: none"> <li>• Power, Transmission and Distribution: Impact of Access to Electricity on Household Welfare</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Change or Finance</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Topical Paper</b>		<ul style="list-style-type: none"> <li>• Policy-Based Lending (joint publication)</li> </ul>	<ul style="list-style-type: none"> <li>• Women's Economic Empowerment: Successes and Failures</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Project Performance Evaluation Reports</b>	<ul style="list-style-type: none"> <li>• 9 PPERs–Sovereign</li> <li>• 3 PPERs–Nonsovereign</li> </ul>	<ul style="list-style-type: none"> <li>• 9 PPERs–Sovereign</li> <li>• 4 PPERs–Nonsovereign</li> </ul>	<ul style="list-style-type: none"> <li>• 9 PPERs–Sovereign</li> <li>• 4 PPERs–Nonsovereign</li> </ul>	<ul style="list-style-type: none"> <li>• 9 PPERs–Sovereign</li> <li>• 4 PPERs–Nonsovereign</li> </ul>
<b>TA Performance Evaluation Reports</b>	<ul style="list-style-type: none"> <li>• 2 TPERs</li> </ul>	<ul style="list-style-type: none"> <li>• 2 TPERs</li> </ul>	<ul style="list-style-type: none"> <li>• 2 TPERs</li> </ul>	<ul style="list-style-type: none"> <li>• 2 TPERs</li> </ul>
<b>PCR/XARR Validations</b>	<ul style="list-style-type: none"> <li>• Validations of 100% of circulated PCRs and XARRs</li> </ul>	<ul style="list-style-type: none"> <li>• Validations of 100% of circulated PCRs and XARRs</li> </ul>	<ul style="list-style-type: none"> <li>• Validations of 100% of circulated PCRs and XARRs</li> </ul>	<ul style="list-style-type: none"> <li>• Validations of 100% of circulated PCRs and XARRs</li> </ul>
<b>TCR Validations</b>	<ul style="list-style-type: none"> <li>• Pilot of validation of TCRs</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of validation of TCRs</li> </ul>	<ul style="list-style-type: none"> <li>• Validation of TCRs</li> </ul>	<ul style="list-style-type: none"> <li>• Validation of TCRs</li> </ul>
<b>Contingency Resources for Unprogrammed Evaluations and Other Work</b>				
<b>Quick Turn-Around Evaluations, Other Work</b>	<ul style="list-style-type: none"> <li>• TBD, upon request by the Board/DEC</li> </ul>	<ul style="list-style-type: none"> <li>• TBD, upon request by the Board/DEC</li> </ul>	<ul style="list-style-type: none"> <li>• TBD, upon request by the Board/DEC</li> </ul>	<ul style="list-style-type: none"> <li>• TBD, upon request by the Board/DEC</li> </ul>
<b>Knowledge Management, Partnerships, and Department Management and Support</b>				
(i)	External review recommendation: Review of IED Use of Consultants (2019) <sup>b</sup>			
(ii)	External review recommendation: Review of ADB Evaluation Policy (2020) <sup>b</sup>			

Evaluation Products	2019	2020	2021	2022
<b>Knowledge Management, Partnerships, and Department Management and Support</b>				
(iii)	Sharing of knowledge and evaluation capacity development: training events (self-evaluation, on-the job-training, internships); SHIPDET; Evaluation Week; document reviews and commenting (draft RRP, concept papers)			
(iv)	Communication and outreach: “What Works, What Doesn’t, and Why?” learning series; Annual Meeting seminar (2020, 2021, 2022); seminars, workshops, and conferences			
(v)	Communication and outreach: evaluation briefs (learning curves, learning lessons, and evaluation alerts)			
(vi)	Methods and guidelines for CAPEs, CPSFRVs, PPERs, PVRs, SAPEs; Protocols and workflows for preparing evaluations; Evaluation tools			
(vii)	Knowledge information systems: website, lessons database, management action record system, management dashboard, success rates database			
(viii)	Evaluation network and partnerships: Evaluation Cooperation Group, International Initiative for Impact Evaluation (3Ie), OECD-DAC			
(ix)	KSTA Selected Evaluation and Outreach for 2020-2022 (Cluster TA, Cluster TA Subprojects 1, 2 and 3)			
(x)	KSTA Selected Evaluation and Outreach for 2023-2025 (Cluster TA, Cluster TA Subproject 1)			
(xi)	KSTA for evaluation capacity development (2020, 2021, 2022)			

ADB = Asian Development Bank, ADF = Asian Development Fund, CAPE = country assistance program evaluation, CPS = country partnership strategy, CPSFRV = validation of country partnership strategy final review, DEC = Development Effectiveness Committee; KSTA = knowledge and support technical assistance, Lao PDR = Lao People’s Democratic Republic, PCR = project or program completion report, PPER = project or program performance evaluation report, PRC = People’s Republic of China, PVR = validation of project completion report, RRP = report and recommendation of the president, SAPE = sector assistance program evaluation, SHIPDET = Shanghai International Program for Development Evaluation Training, TBD = to be determined, TCR = technical assistance completion report, TPER = TA performance evaluation report, XARR = extended annual review report.

<sup>a</sup> Subject to the availability of the CPS Final Review reports and timing of the new CPS.

<sup>b</sup> In October 2018, the DEC of the Board of Directors of the ADB issued the report, *An External Review of Independent Evaluation Department*.

Notes:

1. Estimated number of major evaluations for discussion by the Development Effectiveness Committee: 7 in 2020, 7 in 2021, and 7 in 2022.
2. The current estimate of the number of project validations (public and private sector) for 2019 is about 80. The numbers for 2020, 2021 and 2022 depend on the number of PCRs and XARRs circulated.

Source: Asian Development Bank (Independent Evaluation Department).