

EvD Preliminary Work Programme  
& Budget 2013

October, 2012

Evaluation Department (EvD)



**European Bank**  
for Reconstruction and Development

## Contents

1.	Introduction .....	1
2.	Operation-specific evaluations.....	1
3.	Special studies and knowledge products .....	3
3.1	Proposed new special studies for 2013.....	4
3.2	Special studies now underway .....	4
3.3	New knowledge products .....	4
4.	Annual reporting .....	5
5.	Services to the Bank.....	6
5.1	Training.....	6
5.2	Knowledge dissemination.....	7
5.2.1	Knowledge transfer .....	7
5.2.2	Outreach.....	7
5.2.3	Restructuring of web-based resources .....	7
5.2.4	Streamlining workflows and improving EvD's efficiency .....	8
6.	Engagement with the Board .....	9
7.	EvD tools and methods.....	9
8.	International engagement and collaboration .....	10
9.	Budget for the Evaluation department.....	10
	Annex 1: Proposed 2013 budget for the Evaluation department.....	1
	Annex 2: Provisional EvD 2013 Work Programme.....	2

## **1. Introduction**

The Evaluation Department's proposed Work Programme for 2013 is intended to advance the new strategic directions for the Department agreed with the Board earlier this year, and contribute materially to institutional achievement of sustained superior results and impact.

The specific means through which these overarching commitments will be delivered – EvD's core objectives -- include the following:

- Continuing to increase the range, quality and relevance of evaluation products;
- Raising the “learning” contribution of EvD's work while strengthening further its accomplishment of its critical accountability function;
- Providing improved evaluation services to Board and Management;
- Being flexible and responsive to opportunities for EvD to contribute value on topical and/or strategic issues; and,
- Complete the transition to an improved system of self-assessment coupled with independent validation.

EvD's proposed work programme for 2013 commits the Department to deliver a mix of products and services according to the following broad classifications:

- Operation-specific Evaluations
- Special Studies and Knowledge Products
- Services to the Bank
- Engagement with the Board
- EvD Tools and Methods
- International Engagement and Collaboration

## **2. Operation-specific evaluations**

Evaluating the performance of Bank operations through independent, objective and evidence-based analysis is a core EvD function and central to its delivery on its accountability mandate. EvD will execute this mandate with respect to specific operations by producing three different kinds of operational evaluations: consistent with international good practice standards:

- producing independent validation and performance ratings (largely desk-based) for a large proportion of ex-post self-assessments prepared by operations teams;

- preparing deeper EvD analysis (including field investigation) of selected operations or groups of operations believed likely to present particular issues; and,
- providing brief reviews of self-assessments intended mainly as a check of completeness and basic quality.

A number of specific characteristics of this work deserve emphasis.

- First, self-assessments by operations teams are prepared as a matter of standing practice for 100 per cent of operations that are classified as ready for assessment (see below). These self-assessments are an essential input into subsequent independent evaluation, irrespective of whatever specific form this may take.
- Second, the criteria used to identify the pool of evaluation-ready operations include both objective standards and the exercise of judgment. Projects need to have been completed from a disbursement perspective for at least 18-24 months, for example; on the judgment side it may be that the Operations Team has reason to expect important project-related results to be more evident with the passage of some additional time. In any event, EvD and Operations Teams have a substantive dialogue on these matters prior to closing on the overall pool of “ready” operations.
- Third, international good practice standards have been developed to ensure that project-derived evaluation ratings may be considered a legitimate representation of institutional performance as a whole. Basically, they require that: those independent ratings used to describe overall institutional performance may be drawn only upon evaluations of randomly chosen operations; the rating for any operation deliberately selected for evaluation, for whatever reason, may not feed into the overall performance rating; the sample size of operations to be independently rated must be large enough to provide a statistical confidence level of at least 95 per cent;

Neither EvD nor Operations will be able to determine the overall “ready” pool until closer to the end of the year. However based on operational stocks and recent flows, EvD expects that approximately 120 operations will be ready for evaluation in 2013. Meeting the confidence criteria, and correcting for a somewhat smaller sample size and EvD completion in the past few years, suggests we should be evaluating about 67 individual operations in 2013. We expect them to be broken down as follows across the three product types noted above:

- Operations Performance Evaluations (OPER) – We plan to complete approximately 10 of these detailed evaluations. Up to five may be chosen deliberately from the ready pool if they raise specific issues or offer particular insights; the remainder would be identified from the

randomly produced sub-pool. Per the GPS, ratings from the first 5 would not figure into EvD's overall assessment of Bank performance; ratings from the latter 5 would. In addition to ratings and the underlying analysis and evidence for these, OPERs will seek to draw out findings and potential lessons from the experience that help to illuminate particular accomplishments or difficulties that might have wider value in terms of institutional choices, performance and accountability. Where appropriate, specific recommendations may be made for future activities; however these would be expected to be relatively limited.

- Operations Validations (OPV) – EvD will complete a total of about 62 validations (i.e., 67 total operations in the random pool minus the 5 selected for a full OPER). All will be done as desk studies based in part upon the improved self-assessments being produced since separation of the process from the PMM and adoption of an improved self-assessment template (the Operational Performance Assessment – OPA). Validations too will identify findings and potential lessons where justified by the analysis. There may be occasions when EvD's research and analysis for a Validation results in a judgment that a more comprehensive OPER would be justified. This would be the equivalent of EvD deliberately selecting an operation for OPER coverage; thus in these cases EvD would seek to compensate in the following year for the "loss" of a Validation for the purpose of institutional ratings.
- Operations Reviews (OPRs) – The remaining 58 operations (62 + 58 = 120) will also be self-assessed by Operations Teams on the basis of the same OPA template. EvD will subsequently review them for completeness and basic quality; EvD will not provide an independent rating on the basis of its limited review, nor will the Operation Team's own rating feature in the overall assessment of institutional performance.

The proposed Evaluation Policy now under discussion reaffirms the presumption of disclosure with respect to internal circulation of evaluation material. With Board approval of the new Policy, EvD will be making OPERs and Validations available to internal audiences as a matter of standing practice. This will encourage greater internal absorption of the lessons of experience, both vertically and horizontally, engage the Board more fully in the range of performance evaluation and assessment work being done in the Bank, and contribute directly both to institutional accountability and institutional learning.

### **3. Special studies and knowledge products**

In 2013 EvD will continue to produce thematic- and/or sector-specific pieces of work intended to explore specific issues or pose specific questions that may help the Board and Management at a more strategic level. EvD will also extend its efforts to produce material intended to provide relevant and useful

insights drawn from outside the Bank's own areas of activity or focus; i.e., "knowledge" products presenting external analysis and experience to internal audiences in an accessible and useful form.

### **3.1 Proposed new special studies for 2013**

1. An evaluation of Bank activities in the Russian rail sector over the past decade, including in the context of its integrated approach, and drawing upon numerous completed evaluations, additional evaluation work as appropriate, and policy-related issues and the Bank's TC activities.
2. An evaluation of the experience of municipal operations in helping to build and/or enlarge the private sector; this would incorporate a thorough review of TC operations and areas with joint or overlapping activities with other institutions.
3. An inquiry into the evidence for longer-term transition impact. EvD would look at a representative cluster of operations approved 8-10 years ago with very high estimated TI potential to assess the robustness of expected benefits and develop insights that might assist with performance metrics and monitoring.
4. An evaluation of the Bank's policy dialogue in Ukraine.
5. An evaluation of the EU/EBRD Municipal Finance Facility, at Board request.
6. An evaluation of the Bank's use of Public – Private Partnerships; the breadth of such a study would need to be carefully scoped.

### **3.2 Special studies now underway**

Work on several already programmed studies is expected to continue beyond year-end, resulting in delivery during the 2013 work programme:

1. Carbon Investment Fund - joint work by MFI independent evaluation departments.
2. Local Currency Study.
3. Evaluability Checklist – depending on work now underway to pilot and apply a checklist, EvD may continue the effort in 2013.
4. Pilot Impact Evaluation - participating in work led by OCE.
5. TC Experience in New COOs – refocused on Mongolia only.
6. Private Equity Funds – particular focus on impact on SMEs.

### **3.3 New knowledge products**

EvD will initiate a stream of work intended to draw material from the experience and evaluation findings of other organizations that is relevant and useful for the Bank, and present it to Board and operations in a compact and synthesized

form. For 2013 EvD will deliver 2-3 such “Evaluation Insights” and is tentatively targeting the following topics.

1. Results of private sector operations in the SEMED region.
2. Impact of MSME support operations on intended beneficiaries.
3. Experience with Public-Private Partnerships in selected sectors (transport, utilities).

#### **4. Annual reporting**

The Annual Evaluation Review (AER) will remain EvD’s primary reporting tool. The past two versions of the Review have been substantially restructured, with considerable effort focussed on identifying a more limited body of issues and data intended to be of highest value to Board and Management. Based on feedback from Board and Management EvD will continue to improve the focus and utility of the Review, while also ensuring that it provides a full treatment of EvD’s activities and principal findings.

The 2012 Annual Evaluation Review identified a number of broad observed trends in the existing measures of transition impact and additionality performance. Exploring and explaining these trends more fully is a matter of keen interest to the Board, and will be a particular focus of EvD’s work in preparing the 2013 AER. The AER 2012 also pointed to some specific findings from the Bank’s overall project performance rating data that could not be satisfactorily explained with the available information. These include: the reasons for consistently lower performance ratings for operations in Central Asia; and, the reasons why the number of projects rated Highly Successful has gone to zero in recent years. Next year’s report will explore both questions further with a view to providing additional analysis.

EvD also produces, jointly with Management, an annual report on “Management Follow-up to EvD Recommendations.” These reports present all specific EvD recommendations contained in EVD evaluations completed over the reporting period, along with statements from Management as to any specific follow-up actions taken with respect to those recommendations.

EvD and Board members agreed that there is substantial scope for this important document to be made more useful as both a reporting and a tracking tool. The 2013 edition of this report will be substantially restructured in order better to meet higher expectations, including the following changes: first, it will prioritize EvD recommendations in terms of their judged level of importance; second, EvD will work more systematically upstream with Management to obtain well developed comments; and, it will propose changes to allow improved tracking of follow-up over time. These changes are expected to increase the value of the report to all parties – Board, Management and EvD.

## 5. Services to the Bank

EvD's strategic repositioning includes providing an expanded set of services to the Bank (both Board and Management), contributing both to operational performance and to the relevance and effectiveness of its evaluation efforts. Major services slated for delivery in 2013 include: an expanded range of training activities; improved knowledge dissemination tools and processes; and, more direct contributions to Bank work in specific areas.

Separately, EvD plans to run an update of the Client Survey done in mid-2011 to gauge current perceptions of EvD products, processes and services as they continue to evolve. This will provide important feedback to help fine-tune efforts where needed. Results will be widely shared.

### 5.1 Training

EvD has substantially increased its contributions to the Bank's flagship Banking Academy training programme for new bankers, through three main channels. In 2013 it will:

1. Present a new module on evaluation as part of the "Core Banking Skills" programme to be offered 5-6 times per year.
2. Deliver a new e-learning module on evaluation which will be a mandatory prerequisite for all participants in the Core Skills segment.
3. Participate actively in the design and delivery of a new Banking Academy sequence, also mandatory for new bankers, on Project Monitoring and Supervision.

These initiatives will fill an important gap in the Bank's current training programmes and in the core skills of new entrants. In total EvD expects to contribute substantially to 8-10 Banking Academy programmes during the course of the year; all of this is "new" activity for EvD.

In 2011 and 2012 EvD participated in meetings with OCU and CSU on issues related to the monitoring and performance of technical cooperation (TC) initiatives. EvD contributed to the subsequent development of a new TC training session which reflects the outcome of these consultations together with the results of the Grant Co-financing Strategic Review and the EBRD's Results Task Force. EvD staff will be contributing directly to this training work in 2013.

Operations staff has responded well to this year's EvD trainings on the new OPA system for self-assessment of project performance, finding them very useful. EvD anticipates the need to continue this training in 2013, in Headquarters and in regional offices, building on this year's pilot experience with OPAs and the new-style validations.

EvD staff will continue to contribute directly to regular Bank training sessions for new entrants, conducted roughly monthly.

Finally, EvD stands ready to contribute to or participate directly in any new training or communication initiatives that may flow from the ongoing work on results.

## **5.2 Knowledge dissemination**

EvD will be implementing a number of initiatives in 2013 intended to increase the scope and effectiveness of knowledge dissemination about evaluation work. These relate to: internal circulation of evaluation documents; production of papers focussed explicitly on knowledge transfer; outreach to Bank staff; and, restructuring of web-based resources.

### *5.2.1 Knowledge transfer*

Under the draft new Evaluation Policy expected to be approved this year EvD will be circulating its basic evaluation documents – full project evaluations, validations of self-assessments, and special studies – more widely internally as a matter of standard practice. It is hoped this will increase the horizontal absorption of evaluation findings across Departmental lines, and raise the level of Management attention they receive.

As noted above, EvD will be producing several examples of a new product (Evaluation Insights) intended to present a distilled version of external experience, analysis and findings that would be relevant and useful to EBRD in its work. These will be disseminated through a variety of channels, covered just below.

### *5.2.2 Outreach*

There is both need and scope to build upon the relatively limited current level of EvD outreach to and engagement with internal audiences on evaluation and performance issues. Going forward, EvD will make presentations to staff on all substantial pieces of work as an integral part of its delivery plan. This would encompass: major evaluations; special studies; the Annual Evaluation Review; and, short knowledge pieces. The actual form and context will be determined on a case-by-case basis.

### *5.2.3 Restructuring of web-based resources*

EvD embarked this year on a comprehensive restructuring of its Lessons Database, an information-rich but seriously undervalued and underutilized resource. The basic database has been compacted by around 90 per cent from 3642 lessons previously to about 350 much more current and operationally relevant lessons; these have been fully reviewed by operations staff and warmly welcomed. In 2013, EvD will make major further refinements to improve the value of the database. This will include: updating the IT platform to improve interactivity and usability; opening the system to allow operations to make (clearly marked) updates to capture important developments on the ground, and to allow Corporate Recovery to enter its own

lessons (also clearly marked as such). This latter change accommodates an IAD recommendation. In part as a result of this upgrade of the system and its content, project officers will be positioned to draw upon relevant experience on their own, and will no longer rely on EvD to either provide this service or to endorse the appropriateness of the findings they extract.

This year, EvD also updated and redesigned its intranet pages to provide a better platform to communicate EvD's work to Bank staff. This will provide a foundation to extend the upgrade in 2013 to the external evaluation webpages, in line with upgrades planned by the Communications Department.

#### *5.2.4 Streamlining workflows and improving EvD's efficiency*

EvD initiated this year a consolidation and upgrade of its internal tools for storing and sharing EvD work, previously spread across multiple independent platforms. In cooperation with Information Systems EvD will move in 2013 to a centralised platform used by the rest of the Bank – Livelink -- to reduce repetition and waste.

### **5.3 Direct contributions to Bank work**

EvD has been invited to participate directly in a number of management activities, and will do so. These include:

- participating in the review of the Public Information Policy;
- providing comments on draft Country and Sector Strategies;
- contributing to a redesign of the Board Document format;
- participating as a member of an internal working group to review ESD policy ahead of the planned 2014 update of that policy;
- working with the Office of the Chief Economist on TIMS-related issues following the recent work of the Results Task Force; EvD will seek in addition to contribute to the Bank's evolving Results agenda as and when it appropriately can; and,
- continued support for OCU as it rolls out new processes for TC and non-TC grants in line with proposals in the Grants Strategic Review.

The Department will be alert to other such opportunities as may arise to provide useful evaluation input into the work of the organisation; it is prepared to consider these favourably on a case-by-case basis, resources permitting. One specific new area likely to present such opportunities will be the newly created Strategy and Policy Committee, identified as a Management focal point for EvD on matters other than project-level evaluations.

## 6. Engagement with the Board

EvD's primary point of engagement with the Board has been the Audit Committee and this is expected to continue in 2013. The Committee has given considerable time and focus over the past 18 months to EvD's strategic re-positioning and new initiatives, as well as to the new Evaluation Policy for the Bank. Looking forward, there is shared desire on the part of EvD and the Committee to increase its review of evaluation findings, and to streamline existing processes where possible. EvD will continue to work closely with the Committee to build and deliver a substantive agenda of specific evaluation papers. EvD also stands ready to engage with other Board fora as and when invited.

## 7. EvD tools and methods

The new Evaluation Policy establishes that EvD will prepare Guidance Notes where additional detail is required to ensure execution of the policy on a consistent and systematic basis, such as with respect to technical standards and processes. EvD committed as part of the Policy to identify in advance any specific planned guidance notes in its Work Programmes, and to follow a consultative process in their development.

Specific Guidance Notes to be prepared in 2013 include the following:

- Methodology for Performance Ratings. EvD will produce a clear articulation of the project performance rating methodology in order to improve consistency and comparability across evaluations and between EvD and Operations.
- Operations Performance Assessments (OPA). The new self-assessment template being used by Banking may undergo some modifications as a result of its pilot testing. EvD will prepare guidance covering both content and process.
- OPA Validations (OPAV). Changes to the OPA template will be reflected in modified design of EvD's validation; a guidance note will cover both content and process.
- Operation Performance Evaluation Reviews (OPERs). Changes to the OPER format for improved focus will be covered in a guidance note.
- Internal and External Peer Review. The main target audience for this guidance is EvD staff with the primary objective being to establish consistent practice.
- Sampling Methodology. The previous Evaluation Policy contained substantial technical detail on the methodology used to select operations for evaluation; a guidance note would be a preferred vehicle for this information.

- Communications. EvD staff would benefit from guidance on integrating communications elements – internal and external -- more consistently and systematically into individual pieces of work.

## **8. International engagement and collaboration**

EvD will look for opportunities to strengthen its external engagements and to build selectively upon its existing professional network.

The Evaluation Cooperation Group (ECG), consisting of the Heads of Evaluation in a number of major multilateral financial institutions (MFIs), will remain a key forum for professional exchange. EvD will continue to participate actively in the group, both at its twice-yearly meetings and in specific task areas underway on a continuous basis. For example, a key area of ongoing work, continuing into 2013, is the development of consistent practices for the evaluation of TA/TC.

EvD also participates actively in evaluation-related work under the auspices of the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC).

Under development for 2013 is the possibility of hosting a meeting bringing together evaluation professionals focussed particularly on issues around evaluation of financial/banking activities. EvD will also look into organizing an event to bring together Board members involved in evaluation oversight in other MFIs, to exchange views about institutional developments, practices and innovations.

## **9. Budget for the Evaluation Department**

The Evaluation Department (EvD) prepares its work programme and budget for stand-alone review and approval by the Board. The EvD budget is distributed to the Board of Directors, first for review by the Audit Committee and the Budget and Administration Affairs Committee and then for approval by the Board at the same meeting as consideration of the Bank's overall Business Plan and Budget. EvD's budget proposal for 2013 is submitted herewith as a complement to the preliminary Work Programme for 2013 outlined above. This document is to be reviewed by the Audit Committee on 6 November 2012 and by the BAAC on 28 November 2012.

The total 2013 direct cost budget, excluding occupancy costs, is proposed at £3.13 million (see Annex I table below). Overall, EvD's budget is projected to increase by 2.0 per cent in 2013.

The 2013 budget for staff costs of £2.4 million included in the above is based on 17 budgeted regular positions. No vacancy assumption is applied, and no additional headcount is requested.

The proposed non staff costs budget for 2013 of £711,000, reflects the impact of lower allocated IT costs per person at £1,420 (2012 budget: 1,459 per person).

The proposed consultancy budget of £507,000 is at the same level as 2012. The consultancy budget is used for specialized assistance with preparation of individual evaluations and Special Studies, as well as for external peer review services.

## Annex 1: Proposed 2013 budget for the Evaluation department

£000	2012 Budget	2013 Budget	13B/12B %
<b>Staff Costs</b>			
<b>Salary Costs</b>			
Salary costs	1,409	1,441	2%
Other staff costs	7	7	0%
Allocated Benefits	951	975	3%
<b>Total Staff Costs</b>	<b>2,367</b>	<b>2,423</b>	<b>2%</b>
<b>Non Staff Costs</b>			
Consultancy Costs	507	507	0%
Travel and hospitality costs	123	123	0%
Other Direct Costs	58	58	0%
Allocated IT Costs	25	24	-3%
<b>Total Non-Staff Costs</b>	<b>712</b>	<b>711</b>	<b>0%</b>
<b>TOTAL FUNGIBLE COSTS</b>	<b>3,078</b>	<b>3,134</b>	<b>2%</b>

## **Annex 2: Provisional EvD 2013 Work Programme**

Details on Operation Evaluations (OEs), Self-Assessment Validations (OPAVs), and Self-Assessment Reviews (OPARs) will be provided following conclusion of EvD's annual sampling, consultation and selection process.

2. Special studies and knowledge products	Notes
<b><u>New for 2013</u></b>	
<b>1. Special Study: Rail sector (Russia)</b>	An evaluation of Bank activities in the Russian rail sector over the past decade, including in the context of its integrated approach, and drawing upon the numerous evaluations already completed, additional evaluation work as appropriate, and policy-related issues and the Bank's TC activities.
<b>2. Special Study: Municipal operations in the EBRD regions</b>	An evaluation of the experience of municipal operations in helping to build and/or enlarge the private sector. This would incorporate a thorough review of TC operations and areas with joint or overlapping activities with other institutions.
<b>3. Special Study: Long-term transition impact of past EBRD projects</b>	An inquiry into the evidence for longer-term transition impact. EvD would look at a representative cluster of operations approved 8-10 years ago with very high estimated TI potential to assess the robustness of expected benefits and develop insights that might assist with performance metrics and monitoring.
<b>4. Special Study: Policy dialogue in Ukraine</b>	An evaluation of the Bank's policy dialogue in Ukraine.
<b>5. Special Study: The EU/EBRD municipal finance facility</b>	An evaluation of the EU/EBRD Municipal Finance Facility, at Board request.
<b>6. Special Study: Public / Private Partnerships</b>	An evaluation of the of the Bank's use of PPPs. The breadth of such a study would need to be carefully scoped.
<b>7. Insights: Results of private sector operations in the SEMED region.</b>	

- 8. Insights: Impact of MSME support operations on intended beneficiaries**
- 9. Insights: Experience with Public-Private Partnerships in selected sectors (transport, utilities).**

**Work carried over from 2012**

- |   |   |
|---|---|
| <b>10. Special Study: Carbon Investment Fund</b>  | Joint work by MFI independent evaluation departments.   |
| <b>11. Special Study: Local Currency Study</b>  |   |
| <b>12. Evaluability Checklist</b>   | Work is underway to pilot and apply a checklist; EvD will likely continue this effort in 2013 |
| <b>13. Special Study: Pilot Impact Evaluation</b>   | Participating in work led by OCE.   |
| <b>14. Special Study: Technical cooperation experience in new countries of operations</b> | Re-focused on Mongolia only   |
| <b>15. Special Study: Private Equity Funds</b>  | Scoping in December 2012  |

3. Services to the Bank	Notes
16. Staff survey on EvD	Developments since last survey
<b><u>Training</u></b>	
17. Core banking skills – module on evaluation	A new module on evaluation as part of the “Core Banking Skills” programme to be offered 5-6 times per year.
18. Core banking skills: module on evaluation	A new e-learning module on evaluation will be a mandatory prerequisite for all participants in the Core Skills segment.
19. Banking academy: Project monitoring and supervision module	Active participation in design and delivery of mandatory new Banking Academy module for new bankers.
20. Contributions to new TC training	EvD has been helping develop training on TC, particularly in design, monitoring and evaluation, and will help deliver this in 2013.
<b><u>Knowledge dissemination</u></b>	
21. Brownbag seminars/ Bank-wide presentations of EvD work	These will be conducted on a case by case basis, and will be particularly relevant to special studies.
22. Lessons database – upgrading the software platform on the web	Improved content for existing database is already available; however improved platform is required to improve usability..
23. External webpage	EvD’s external webpage will be upgraded; intranet page has already been upgraded.
24. Streamlining workflow processes	EvD working with Information Systems to develop an adequate solution to archiving and user interface for EvD work.
<b><u>Direct contributions to Bank work</u></b>	
25. Input into Public Information Policy review	Participating in the review of the Public Information Policy
26. Input into country and sector strategies	Providing comments on draft country and sector strategies
27. Working Group for the review of the ESD	Participating as a member of an

<p><b>policy</b></p>	<p>internal working group to review ESD policy ahead of the planned 2014 update of that policy</p>
<p><b>28. TIMS review</b></p>	<p>Working with the Office of the Chief Economist on TIMS-related issues following the recent work of the Results Task Force</p>
<p><b>29. TC and non-TC grant processes</b></p>	<p>Continued support for OCU as it rolls out new processes for TC and non-TC grants in line with proposals in the Grants Strategic Review</p>
<p><b>30. Working with the new Strategy and Policy Committee</b></p>	<p>This has been identified as a Management focal point for EvD on matters other than project-level evaluations.</p>

4. EvD tools and methods	Notes
<b><u>Guidance notes</u></b>	
<b>31. Methodology for performance ratings</b>	EvD will produce a clear articulation of the project performance rating methodology in order to improve consistency and comparability across evaluations and between EvD and Operations.
<b>32. Operations performance assessments (OPAs)</b>	The new self-assessment template being used by Banking may undergo some modifications as a result of its pilot testing. EvD will prepare guidance covering both content and process.
<b>33. OPA validations (OPAVs)</b>	Follows from the update to the OPA and will involve consultation on a new model
<b>34. Operation evaluations (OPERs)</b>	Follows from the update to the OPA and will involve consultation on a new model
<b>35. Internal and external peer review</b>	The main target audience for this guidance is EvD staff with the primary objective being to establish consistent practice.
<b>36. Sampling methodology</b>	The previous Evaluation Policy contained substantial technical detail on the methodology used to select operations for evaluation; a guidance note would be a preferred vehicle for this information.
<b>37. Communicating evaluation results</b>	EvD staff would benefit from guidance on integrating communications elements – internal and external -- more consistently and systematically into individual pieces of work.

5. Annual Reporting	Notes
<p><b>38. Annual evaluation review (AER)</b></p>	<p>EvD's primary reporting tool on activities during the previous year.</p> <p>Will also include content of current Work Programme Completion report; that report to be discontinued.</p> <p>Present collected "Findings" from completed evaluations under previous Work Programme.</p>
<p><b>39. Management follow-up on EvD recommendations</b></p>	<p>Focus on follow-up and as appropriate on implementation of specific recommendations.</p> <p>EvD will present options to improve existing review and follow-up processes for EvD recommendations.</p>
<p><b>40. Work programme and budget 2014</b></p>	<p>Initial discussion draft delivered in October.</p>
<p><b>41. Ad hoc reports</b></p>	<p>Reporting to Audit Committee and Board as requested.</p> <p>Interim reports to Audit Committee on implementation of new self-assessment process.</p>