

AFRICAN DEVELOPMENT BANK GROUP



DEVELOPMENT EVALUATION AT AfDB

**OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

9 January 2006

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PRESENTATION TO CODE

BY

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OPERATION EVALUATION DEPARTMENT

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1. DEFINITION & MANDATE

1.1. DEFINITION

‘a systematic and objective assessment of ongoing or completed project, program or policy, its design, implementation and results.’ *OECD/DAC Development Assistance Manual, 2002*

In the Bank two types –Self evaluation and Independent evaluation

SELF EVALUATION

- Is part of the ongoing management function in institutions
- Has traditionally focused on the learning dimension of results

INDEPENDENT EVALUATION

•Is part of governance function in development institutions, is independent of management. As such, it has a role to play in monitoring the evaluation system and attesting the validity of both the processes and the results of self evaluation activities. Its purpose is both learning and accountability.

1.2 MANDATE OF OPEV

‘The primary role of OPEV shall be to provide a comprehensive and objective assessment of the development effectiveness of the Bank Group assistance strategies, policies, operations, processes and procedures ...’ *Presidential Directive No 10/2002 concerning the Operations Evaluation Department (OPEV)*

2. HISTORY AND PURPOSE

2.1 HISTORY

- Was born from the social science tradition
- Earlier vision focused on inputs and outputs
- Results focus created a movement for new forms of accountability
- Lately focus on the entire results chain – input –output –outcome – impact
- MDGs taken up as a measurement framework
- Temptation to compare with audit

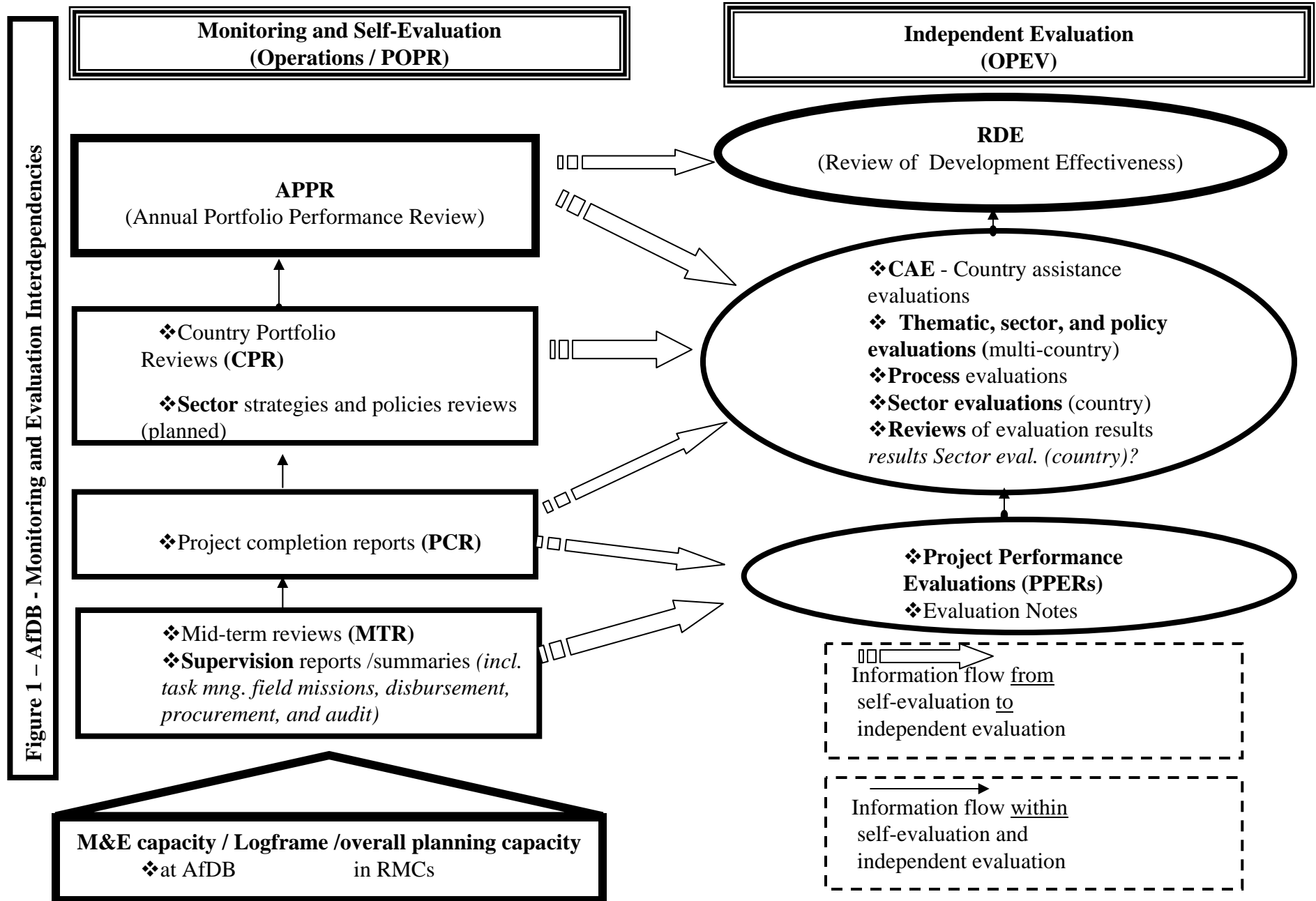
2.2 PURPOSE

- Learning : Improve future policy, programs and projects through feedback of lessons and;
- Accountability : Provide basis for accountability, including information to the public.

2.3 THE CHANGING CONTEXT AND TRENDS IN EVALUATION

- From concerns on input/output relationship to more concern to outcomes and sustainability
- From project level evaluation to more larger scale sector-wide, thematic country level and synthesis evaluations
- From restricted dissemination of evaluation reports to greater transparency and dissemination through internet
- Limited attempts to harmonize donor practices to greater commitment to harmonize

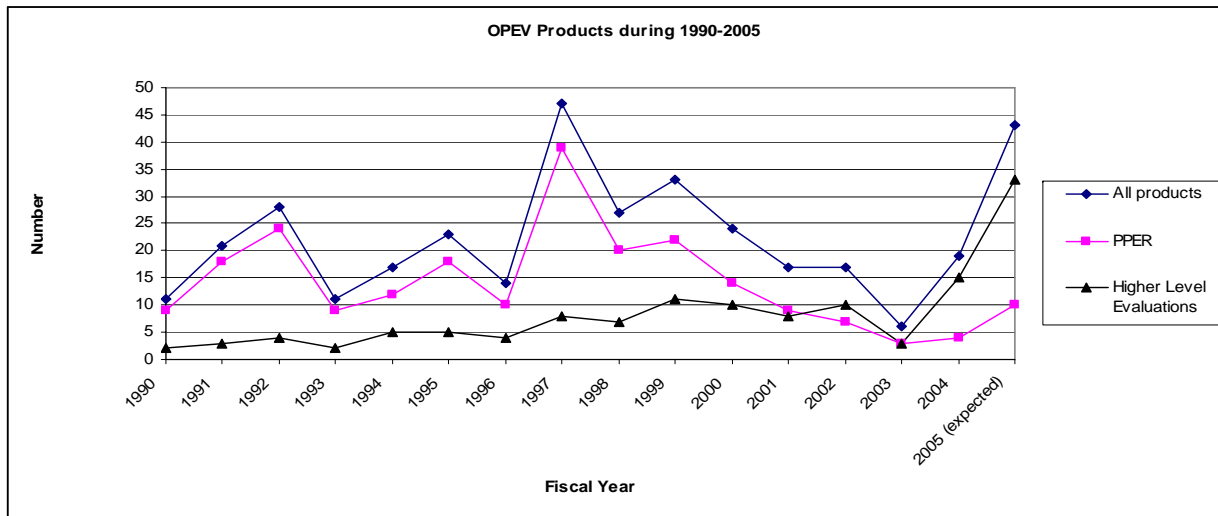
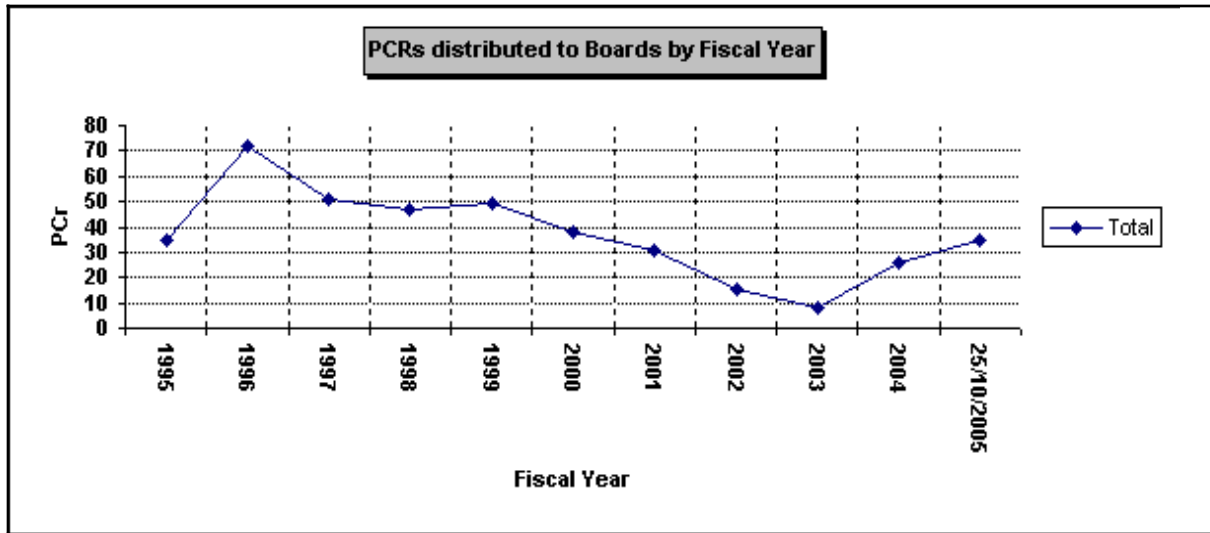
3. THE EVALUATION LANDSCAPE AT AfDB



4. BASIC DAC PRINCIPLES FOR SELF AND INDEPENDENT EVALUATION

1. **Usefulness** : for evaluation to affect decision making decision makers – Board and management - must perceive the findings to be useful and therefore must be committed to results.
2. **Credibility** : Evaluation must be perceived to be seen as objective, rigorous and impartial
3. **Transparency** : All evaluations must be available to staff and Management
4. In addition, for OPEV, **independence**

5. EVOLUTION OF SELF AND INDEPENDENT EVALUATION –PRODUCT FOCUS



6. STAFF AND STRUCTURE OF OPEV

PROFESSIONAL STAFF OF 12 - OF WHICH 5 WERE EXTERNALLY RECRUITED IN 2004/05 – 2 TRANSFERRED FROM POPR IN 2004 – ASSISTED BY EQUAL NO OF CONSULTANTS

SUPPORT STAFF OF 3 PERMANENT AND THREE SHORT TERM

IEG of the World Bank COUNTS OVER 170 STAFF. LESS THAN 50% ARE IEG STAFF AND THE REST CONSULTANTS AND SHORT TERM STAFF. AsDB HAS 20 PL STAFF AND 7 RESEARCH ASSISTANTS

OPEV HAS A FLAT STRUCTURE – ALL STAFF REPORT DIRECT TO THE DIRECTOR

7. MEHODOLOGICAL CHALLENGES

7.1 Project/Program Level

- Performance measured against standard criteria of relevance, efficacy, efficiency, sustainability and institutional development.
- Consistency in the application of evaluative criteria has been improved through work of ECG on good practice standards.
- Within AfDB need for harmonizing rating systems of supervision reports, PCRs and PPERs.

7.2 Sector Level

- Evaluability of policies and strategies
- Challenge to demonstrate project level interventions to achievements at sector level objectives

7.3 Country Level Evaluations

- Evaluability of CSPs
- The MDGs present as a basis for a measurement framework
- As one move up the attribution scale at country level – challenge to attribute with confidence

7.4 Institutional Level

- Difficulty to explore systematically the effectiveness of broad range of interventions.
- Gaps in evaluation – ESW, TA, Research and Training activities

8. PRINCIPAL FINDINGS OF 2005 EVALUATIONS

8.1 Project Level Evaluations

- Improvement in the last ten years
- Significant improvement in the 90s but leveled since then
- Significant gap in performance when compared with WB

8.2 Process Evaluations

- Improvements in processes and procedures
- Significant room for improvement

8.3 Country Level Evaluations

- Improvements observed on design and implementation of country programs
- Several areas of improvement identified

8.4 Sector Review

- Impressive no of new policies that reflect current thinkings
- Need for clear guidelines that would direct Bank's operational focus.

8.5. Apex report

- Bank at a cross road – need for a new vision and strategic thinking to move to higher level of effectiveness

9. TOWARDS STRENGTHENING M&E AT AfDB

9.1 Management and Board commitment for results

9.2 A comprehensive M&E policy which clarifies roles and responsibilities

9.3 An Action Plan to Strengthen M&E in the Bank and Partner countries
– See discussion paper on evaluation gaps at AfDB

10. SELECTED QUOTES

What gets measured gets done.

If you don't measure results, you can't tell success from failure.

If you can't see success, you can't reward it.

If you can't reward success, you are probably rewarding failure.

If you can't see success, you can't learn from it.

If you can't recognize failure, you can't correct it.

If you can demonstrate results, you can win public support.

Source: From Osborne and Gaebler (1992 chapter 5, 'Results Oriented Government'

We urge the MDBs to continue to increase their collaboration and the effectiveness of their assistance, including through increased priority on improving governance in recipient countries, an enhanced focus on measurable results, and greater transparency in program decisions.

G7 Finance Ministers, Nova Scotia, June 20, 2002

In particular there is a need for the multilateral and bilateral financial and development institutions to intensify toimprove to ODA targeting to the poor, coordination of aid and measurement of results.

Monterrey Consensus

The Development Committee recognizes the need to increase its focus on performance by ensuring that development results are reviewed through clear and measurable indicators

Trevor Manuel

Perhaps the time has come that we should drape ourselves in the clothes of heroes and heroines by ensuring that ..., the billions we represent will have just cause to say we did indeed act to ensure the faithful implementation of the Millennium Declaration.

Thabo Mbeki, Address at the UN Millennium Review Summit, September, 2005