

**AFRICAN DEVELOPMENT BANK GROUP**



**TASK FORCE REPORT ON CLOSING THE EVALUATION  
GAP AND ACTION PLAN**

**OPERATIONS EVALUATION DEPARTMENT  
(OPEV)**

**26 July 2006**

## TABLE OF CONTENTS

	<u>Page No.</u>
1. INTRODUCTION AND BACKGROUND	1
2. SCOPE OF THE WORK	1
3. THE PRORITIZED ACTION PLAN	1
4. BUDGET IMPLICATIONS	2
5. CONCLUSION	2

<u>Annex</u>	<u>Number of pages</u>
Revised Action Plan towards Closing the Evaluation Gap at the ADB	8

## **1. INTRODUCTION AND BACKGROUND**

1.1 The Report “Toward Closing the Evaluation Gap” (Ref. ADB/BD/WP/2005/123-ADF/BD/WP/2005/143 of 29 November 2005) was prepared by OPEV and identified the gaps that need to be closed to bring about a robust and credible evaluation system organized to assess the development effectiveness of the Bank Group operations. It was submitted for discussion to the Board Committee on Operations and Development Effectiveness (CODE) in its session of 20 February 2006, seeking guidance from Board members.

1.2 In discussing the report, CODE members approved OPEV’s recommendation to develop and implement an Action Plan to strengthen the evaluation function and to establish a Task Force composed by OPEV, ORPC and other concerned departments in order to prioritize the actions to be undertaken by the concerned department within the proposed timeframe, and to assess the budget implications of the plan of action.

## **2. SCOPE OF THE WORK**

2.1 The Task Force, composed of representatives from OPEV, ORPC (formerly PSDU), Statistics Division, (formerly PDRE), and the office of the Vice President, Operations, started its work by reviewing the action plan and assessing the potential overlap with the ADF-X Action Plan approved by the Board in December 2004 for which a follow-up report was submitted in June 2005.

2.2 After reviewing the potential overlap with the ADF-X Action Plan (relating to the clearance of the project completion report backlog, to which a special session is to be held with the operations complexes and senior management), the Task Force reviewed the Action Plan and decided the following:

- a) Include a column “Verifiable indicators” in the action plan matrix;
- b) Adopt a realistic timeframe;
- c) Assess the budget implications of the plan of action;
- d) Prioritize the actions to be undertaken;
- e) Draft the task force report to be submitted to CODE for review and approval.

2.3 The Task Force also examined the action plan matrix in detail and proposed some modifications to make actions clearer, correct for responsible units and / or take into account existing actions under the ADF-X action plan.

## **3. THE PRIORITIZED ACTION PLAN**

3.1 The prioritized action plan contains 22 actions towards strengthening the monitoring and self-evaluation system (14 actions to be undertaken in 2006 and the remaining 8 actions in 2007) and 11 actions towards strengthening the independent evaluation function in the Bank most of them are to be undertaken in 2006.

3.2 Verifiable Indicators and responsible Unit for the implementation of the action plan have been identified for each action. Some actions will be implemented in coordinated

manner by different units particularly those related to strengthening internal capacity of the Bank in monitoring and evaluation and that of the regional member countries.

3.3 OPEV will annually report on results and achievements during the implementation of the action plan.

#### **4. BUDGET IMPLICATIONS**

4.1 Budget implications and responsible cost center have been identified for each action by assessing the potential (substantial or minor) increase of budget costs necessary for the implementation of each action in the plan. However, the real cost implications were not identified and it remains to each cost center to assess the costs related to actions to be implemented under its responsibility.

4.2 Most of the actions have minor budget implications. Actions that need a relative increase of resources are those related to the mainstreaming of monitoring and evaluation and risk analysis in the design of projects and programs; to put in place an institutionalized mechanism to build up the baseline data (beneficiary surveys); and to enhance the supervision system in the Bank. With regard to the independent evaluation function, actions that need a relative increase of budget resources are those related to the conduct of impact evaluations and the increased number of project and program evaluation reports as building blocks to higher level evaluations (country assistance evaluations, sector and thematic and policy reviews, etc.).

4.3 Actions to be proposed in the near future are those related to developing the monitoring and evaluation skills in line ministries and executing agencies in member countries. It is proposed that special resources would be allocated from the Institutional Capacity Building Facility that the Bank intends to propose in the near future.

#### **5. CONCLUSION**

The prioritized action plan toward closing the evaluation gap is submitted to the Committee on Operations and Development Effectiveness (CODE) for information.

REVISED ACTION PLAN TOWARDS CLOSING THE EVALUATION GAP AT THE ADB

RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
<p><b>POLICY AND STRATEGY OF THE EVALUATION FUNCTION</b></p> <p>1. Prepare a formal all encompassing evaluation policy and strategy that would articulate policy, strategy, reporting requirements, roles and responsibilities for the evaluation function</p>	1.1 Draft Evaluation Policy and Strategy	September 2006	OPEV	+	Evaluation Policy and Strategy Approved by CODE	OPEV
	1.2 Disseminate the Evaluation Policy and Strategy	September 2006	OPEV	+	Evaluation Policy and Strategy posted in the Web and Intranet	OPEV
	1.3 Implement the Evaluation Policy & strategy	September-Dec 2006	OPEV	-0-	OPEV's Mandate and TOR approved	OPEV
<p><b>MONITORING AND SELF-EVALUATION</b></p> <p>2. Take measures to ensure the evaluability of all Bank Group activities by formal internal peer review of projects entering the portfolio.</p>	2.1 Formalize peer review (internal/external), Country Teams and Sector Thematic Groups to enhance cross department learning and ensure quality at entry	September 2006	ORPC	-0-	Review Process Revisited; Country Teams and Sector/Thematic Groups formally established	ORPC
	2.2 Independent Evaluability Assessments of	August - December 2006	OPEV	++	Report submitted to CODE	OPEV

Legend: == Substantial Savings of Budget Costs; = Minor Savings in Budget Costs; -0- Budget Neutral; ++ Substantial Increase of Budget Cost; + Minor Increase of budget Cost

REVISED ACTION PLAN TOWARDS CLOSING THE EVALUATION GAP AT THE ADB

RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
3. Undertake systematic inclusion in all Bank financed projects of monitoring and evaluation systems with adequate resources for executing agencies and the implementation of monitoring and evaluation systems with clear arrangements and responsibilities for data collection, analysis and utilization.	RBCSPs to be undertaken by OPEV of a sample of products and services	2006	ORPC	+	Operations Manual Revised	ORPC (Results-Based Action Plan)
	3.1 Update the Operational Manual to include the revised results logical Framework and Monitoring and Evaluation Systems	2007	ORPC	++	M&E Guidelines distributed to Staff	ORPC/Operations Complexes
	3.2 Mainstream M&E in design and risk analysis of project/program to ensure the setting up of effective M&E and risk management systems	2006 and beyond	EDRE (EADI)	++++ Special resources to be allocated from the Institutional Capacity Building Facility	Implementation of special ICBF activities for M&E	EDRE/ORPC/OPEV
	3.3 Develop M&E Skills in Line Ministries and Implementing Agencies	2006 and beyond	EDRE	++	EDRE Progress Report on ICP components	EDRE/Operations Complexes

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RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
4. Deliver APPR's on time and to take measures to improve the rating disconnect.	3.4 Put in place institutionalized mechanisms in the Bank and Country Offices for data collection, analysis and utilization for all projects/programs entering the portfolio	2007	Operations Complexes	++	SFRID-1 Review Report Prepared	Operations Complexes
	3.5 Provide adequate resources for supervision, ensure better skill-mix and greater intensity of missions: Review of actual Implementation of SFRID-1	2006	ORPC	+	Coverage Ratio: Supervision Budget: e-PSR launched:	CIMM/SAP/ Operations Complexes
	4.1 Closely monitor and track number of supervision missions undertaken and supervision ratings are updated in SAP systems on timely basis	2006	ORPC	+	Coverage Ratio: APPR issued 1 <sup>st</sup> Quarter of each year	ORPC (Results Based Action Plan)
	4.2 Carry out			+		ORPC

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RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
5. Revamp the policy guidelines and format of CPRs to address systemic and higher level objectives of development assistance.	independent validation of ratings in the supervision summary records and timely issue APPRs	2007	ORPC		Updated policy and guidelines circulated to staff	Operations Complexes
	5.1 Prepare Updated policy; guidelines and formats for CPRs to capture higher level objectives of development assistance	2007	ORPC	+	-Ditto-	OPEV/ Operations Complexes
6. Clear the backlog and Improve the quality of PCRs so that they reflect the emphasis on development effectiveness	5.2 Strengthen Accountability and Incentives to enhance the use of the new guidelines and formats to prepare CPRs.	July 2006	OPEV/ Operations	-0-	TF report submitted to Board on PCR Backlog	ORPC/OPEV/ Operations Complexes
	6.1 Task Force Operations/OPEV to propose a sampling method to clear backlog	July 2006	ORPC	+	(SFRID resources)	Action Plan to clear Backlog approved by CODE
7. Prepare operational guidelines on RB-CSP which among other things would	6.2 Allocate adequate	Dec. 2006	OPEV	-0-	Guidelines approved by CODE	ORPC/OPEV/CHRM
				-0-		Operations Complexes

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RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
clarify key concepts of the new RB-CSP approach.  8. Undertake self-evaluation of sector policies and strategies	time and resources and institutionalize formal peer review to effectively improve quantity and quality of PCR prepared	Feb. 2007  2007 and beyond	CHRM  Operations	++  	and circulated to staff  Operations Staff Trained	ORPC/OPEV
	7.1 Prepare guidelines for self-evaluation of RB-CSP in consultation with Country Operations	2007	ORPC	++  +	Number of RBCSP CR prepared and submitted to CODE for information	ORPC/OPEV  ORPC/Operations
	7.2 Conduct Workshop on the Guidelines	2007	CHRM	++	Guidelines approved by CODE and circulated to staff	
	7.3 Prepare completion reports on RB-CSP	2007 and beyond	ORPC		Operations Staff Trained	
	8.1 Prepare guidelines for self-evaluation of sector policies and strategies				Number of Reports prepared and submitted to CODE for information	
	8.2 Conduct workshop on the Guidelines					
	8.3 Prepare self-evaluation reports on implementation of policies and strategies					

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RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
<b>INDEPENDENT EVALUATION</b>						
9. Implement the recommendation of the external evaluators on OPEV independence	9.1 Provide OPEV the required independence to make it at par with other MDBs and effectively deliver its products	2006	OPEV	-0-	Revised OPEV Mandate approved by CODE	OPEV
10. Increase the coverage of project/programme level post-evaluation – OPEV to undertake more PPERs and increase from 25 to 30/40 percent per annum.	10.1 Undertake 100% PCR Reviews	2006 and beyond	OPEV Budget	+	100% of PCRs reviewed	OPEV
	10.2 Increase the coverage of PPER from the current 25% to 30/40% per annum	2006 (30%) 2007 (40%)	OPEV Budget	++	% of PCRs followed by PPERs	OPEV
11. Intensify work on Higher Level Evaluations at the country, policy, process and thematic levels	11.1 Carry out at least: 5 Country Assistance Evaluation per year; 1 Bank wide sector evaluation; 1 process reviews and 1 thematic evaluation per annum	2006 and beyond	OPEV Budget	+	Number of CAEs & other products	OPEV
12. Undertake Impact Evaluation first on a pilot basis	12.1 Carry out impact evaluation on specific theme in partnership with African Research	2007 and beyond	OPEV Budget	+	Impact Evaluations Guidelines approved and applied	OPEV

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RECOMMENDATIONS	ACTIONS	TIME FRAME	COST CENTER	BUDGET IMPLICATIONS	VERIFIABLE INDICATORS	RESPONSIBILITY
13. Build upon the experience of the first Report on Development Effectiveness (RDE) and make improvements for measuring development effectiveness of Bank's projects and programs	Organizations and Universities	2007	OPEV budget	++	Findings disseminated	OPEV/PDRE Operations Complexes
	12.2 Identify with assistance from Operations the pilot case for impact evaluation	2006 and beyond	OPEV Budget	+	Concept Paper submitted to CODE	OPEV
14. Enhance knowledge management and improve the dissemination and follow-up of evaluation findings	13.1 Improve the evaluation methodology and produce Reports on Development Effectiveness	2006	OPEV Budget	+	Action Plan submitted and approved by CODE	OPEV
	14.1 Prepare Action Plan for implementing Knowledge and Dissemination Strategy (developed)	2006 and beyond	OPEV Budget	+	Strategic Action implemented (OPEV progress report)	OPEV
	14.2 Implement Action Plan relating to (a) Feedback of evaluation findings, lessons learned and recommendations to operational activities; (b) Improved knowledge management and extended dissemination of evaluation products activities; (c) targeted					

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15. Act as a catalyst to mainstream evaluation capacity building in Country Assistance Programs.	M&E Development and RBM through capacity building and partnerships.	2007 and beyond	OPEV Budget	+	Annual Report on Evaluation Capacity Building	OPEV
	15.1 Play strong advocacy role for evaluation capacity building					
16. Enhance the quality of Evaluation products through external peer review, joint evaluations and harmonization		2006 and beyond	OPEV Budget	+	Number of Peer review reports prepared	OPEV
	16.1 Systematically use External Peer Reviewer for major evaluation products, carry out joint evaluations and harmonize guidelines and reporting with other					

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