

AFRICAN DEVELOPMENT BANK GROUP



ANNUAL REPORT 1998

**OPERATIONS EVALUATION DEPARTMENT
(OPEV)**

20 July 1999

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1. INTRODUCTION

- 1.1 OPEV's activities for 1998 formed an integral part of the triennial rolling work programme of 1998-2000¹, discussed by the Boards Committee on Operations and Development Effectiveness (CODE) and submitted to the Board of Directors for approval. The work programme took into account the plan of actions with a view to implementing the Working Group's recommendations on the quality of projects, measures taken within the framework of ADF-VII mid-term review and preliminary consultations for the ADF-VIII replenishment.
- 1.2 OPEV's strategic orientations from 1998 to the year 2000, were to reserve a considerable part for the conduct of thematic, sectoral and impact studies as well as regional member countries assistance evaluation. Projects ex-post evaluation (preparation of projects/programmes performance evaluation reports) should form only 52% of OPEV's activities by the year 2000, which would enable OPEV to pass on steadily to new areas of evaluation covering global portfolio performance review, Bank operation strategies in member countries and projects cycle management procedures.
- 1.3 OPEV should also strive for the development and strengthening of the institutional evaluation capacity, and go beyond the specific framework of projects and programmes considered individually to include the aspects of sectoral or thematic policy scope and pinpoint the lessons of generic order which could be embodied in Bank Group future operations. This led OPEV to plan the preparation of the Bank's review notes of experience on themes selected, and a paper specifying OPEV's missions and responsibilities², within the framework of the Bank's new structure, to be submitted in 1998 for approval by the members of CODE.
- 1.4 Following the decisions of CODE in 1997, a particular follow-up of actions of internal system strengthening of feedback on lessons of experience should be carried out in order to ensure the actual inclusion of these lessons of experience in the conception and implementation of ongoing or future operations of the Bank. OPEV should contribute significantly to improve Bank Group global portfolio management through extensive dissemination of evaluation results and best practices. OPEV should also conduct evaluations of loan and non-loan operation procedures, steadily modify the composition of its products and acquire tools needed for Bank Group performance measurement in the achievement of its effective development.
- 1.5 The organizational implications of this programme were such that OPEV should initiate a process of reflection for the purpose of a thorough reform of its internal structure as well as its working methods and enable the system to meet the concern of projects' quality improvement.

¹ (Ref. Doc. ADB/BD/WP/98/82-ADF/BD/WP/98/84)

² (Ref. Doc. ADB/BD/WP/98/80-ADF/BD/WP/98/81)

2. STATUS OF IMPLEMENTATION OF 1998 WORK PROGRAMME

2.1 Ex-post evaluation of projects and programmes

2.1.1 In 1998 OPEV executed, 38 ex-post evaluations of projects and programmes of which 3 were initiated in 1997. These evaluations comprised:

- (i) 4 abridged performance evaluations;
- (ii) 10 intermediate performance evaluations;
- (iii) 24 full performance evaluations.

2.1.2 OPEV prepared 37 Notes of project completion reports (PCRs) out of 40 earmarked. The number of PCRs received in 1998 was 47.

2.1.3 The sectoral breakdown of PPARs, initiated and finalized in 1998 was as follows:

Table 2.1: Sectoral breakdown of PPARs initiated and finalized in 1998
(including the report of 1997 fiscal year)

Sector of operation	Number of PPAR	Number of Projects	%
Agriculture and Rural Development	7	7	17
Industry (including lines of credit)	-	-	-
Transport and Communications	10	10	24
Energy	3	3	7
Water and Sewerage	2	2	5
Education and Health	8	8	20
Multisectors & Policy Reforms Support Operations	8	11	27
Total	38	41	100

2.1.4 According to this table, we note the predominance of ex-post projects evaluation pertaining to the sectors of transport and communications, agriculture and rural development and social sectors, followed by multisectoral projects, and the low number of water and sewerage ex-post projects evaluation. This was influenced by the number of PCRs received from the operational departments.

2.1.5 Since OPEV was created in 1987, 281 projects were subject of ex-post evaluation, of which 213 were subject of full performance evaluation, 27 intermediate performance evaluation, 41 abridged performance evaluation. Eight completion reports were forwarded direct to the Board. The sectoral breakdown of post-evaluated projects are thus presented as follows :

Table 2.2: Sectoral breakdown of post-evaluated projects as at 31/12/1998

Sectors of Operation	Number of Projects	%
Agriculture and Rural Development	73	25.2
Banks and Industry (including lines of credit)	38	13.1
Transport and Communications	64	22.1
Energy	27	9.3
Water and Sewerage	23	8.0
Education and Health	40	14.0
Multisector and Policy Reforms Support Operations	24	8.3
Total	289	100.0

2.1.6 According to this table, the sectoral breakdown of the post-evaluated projects follow considerably the sectoral distribution of Bank Group activities (in terms of number of operations). Effort were thus made in 1998 in respect of multisectoral programmes evaluation.

2.1.7 Prior to the discussion of ex-post evaluation reports, OPEV submitted Bank review notes of experience on the themes selected to members of the CODE. This new product helped to provide the summary of the results of experiences acquired in the sectors or in the countries concerned and centered the debates on the most relevant lessons for improving the quality of ongoing and future operations. Consequently, six review notes were prepared and submitted to the members of CODE for consideration in 1998 and early 1999. These Bank review notes of experience concerned projects pertaining to the following sectors or sub-sectors :

- Industry and industrial lines of credit
- Agriculture and rural development
- Road infrastructure and maintenance
- Rural health
- Hydro-electric infrastructure
- Financial sector

2.1.8 Other experience review notes are being finalized and they concern particularly general education, science, technical and vocational education projects.

2.2 Thematic, sectoral and impact evaluation studies

2.2.1 OPEV has completed the efficiency and effectiveness evaluation study of the Technical Assistance Fund (TAF) of the African Development Fund (ADF), as well as Bank review of experience in the implementation of policy reform projects (structural and sectoral adjustment), as decided within the framework of the mid-term review of ADF-VII.

- 2.2.2 With regard the Bank's sectoral policy review, OPEV has launched the preparation of the Bank's operation policy study in the financing of transport projects and programmes, as well as the Bank's environmental protection policy in conjunction with OESU Unit (on Canadian bilateral financing). These studies will be submitted in 1999. Given the importance of the theme relating to Bank policy review on water and sewerage, OPEV has launched the initial preparation of two Bank review notes of experience in the sector (urban and rural areas). Reports of the study will be submitted by the end of 1999.
- 2.2.3 The impact study of sugar sub-sector projects financed by the Bank, was conducted in six selected countries. The aim of this study was to assess the results and impacts of the projects implemented under the Bank's agricultural sector policy, and to propose new terms and conditions for the financing of future operations in this sub-sector.
- 2.2.4 The studies falling within the scope of the review of projects cycle management procedures and portfolio quality improvement were conducted according to projections. It involved notably the study of effectiveness of supervision process and quality of economic and financial analyses of projects and programmes. The aims of these studies were to improve projects supervision process as well as the quality at-entry of projects in the portfolio and to determine the "best practices". Moreover, the review of the process of preparation of annual portfolio performance reports for 1995 and 1996 was submitted to the CODE at the same time as the discussion of the annual portfolio performance report for 1997.
- 2.2.5 A report on the situation of backlock of project completion reports (PCRs) was submitted and discussed by CODE, which decided to extend the time limit of the preparation of PCRs waiting to be dealt with as compared to 1986³, the year of approval. The Committee also appealed to the Operations Departments to improve the quality of completion reports which are the final phase of supervision.
- 2.2.6 OPEV initiated the preparation process of country assistance review. Such evaluations are aimed mainly at improving the framework of preparation of Bank operation strategy and identification of new operations to be submitted for financing, in such a way as the experience acquired in countries is put into concrete form through more realistic approach, in conformity with the development objectives and national priorities of regional member countries. In view of the lack of experience on the part of OPEV in this area, discussions were held with the World Bank and the Swiss Development Agency and Burkina Faso was selected to prepare a first assistance review. The methodology and survey tools as well as the terms of reference of the consultants were submitted to the operations departments for comments. The report of the study will be submitted at the end of 1999.

2.3

³ The time limit, recommended by the "Knox" report on the quality of projects and approved by the Board, was 1982.

Development effectiveness

- 2.3.1 Given the orientations and new evaluation approaches, it has been considered prudent to acquire the necessary tools in order to undertake a Bank global strategy evaluation and ensure the follow-up of actions for enhancing its portfolio management. To this end, the evaluation has been widespread to include all the aspects of development effectiveness, and to ensure the monitoring of achievement of global objectives set within the framework of Bank vision and mission.
- 2.3.2 As intermediate stage in the conception of the global framework of monitoring-evaluation of Bank Group contribution to the development of its regional member countries, OPEV has embarked on the preparation and selection of performance and impact indicators at the sectoral level. The transport sector has been selected as a trial-sector, whose report will be finalized in 1999 in collaboration with the operations departments.
- 2.3.3 Other activities of development effectiveness involved preparation of the following documents:
- (i) Methodology note on ex-post evaluation of technical assistance operations (table of contents of project completion and ex-post evaluation reports);
 - (ii) Discussion paper on the competitiveness of Multilateral Development Banks (MDBs) as prelude to the Presidents' meeting held in Abidjan in January 1999;
 - (iii) Mid-term review documents of ADF VII and summarised notes on evaluation of Bank experiences in financing of loans to policy reforms and management of ADF technical assistance fund, including formulation of recommendations of Management;
 - (iv) Participation in preparation of the annual report of CODE for 1997-1998, which has been submitted to the Board of Directors for approval.
- 2.3.4 Regarding the preparation of periodic reports, OPEV submitted the annual activity report for 1997 in the year 1998, the triennial rolling programme covering 1998-2000, as well as preparation of the document of the mid-year review of the budget for 1998.

2.4 Other OPEV activities

a) Training

- 2.4.1 During this period the training of OPEV personnel involved evaluation capacity strengthening, utilization of computer equipment and evaluation and management of the public sector. OPEV personnel also participated in the preparation of training sessions on procedures for inclusion of transversal or intersectoral themes (poverty, environment, gender, reproductive health and participatory approach of development) in the procedures for preparation, implementation and monitoring-evaluation of development projects and programmes.

b) Cooperation in evaluation

2.4.2 This activity concerned mainly OPEV's participation in the semi-annual session of the Working Party on Aid-Evaluation for the development of OCDE, and in the meetings of the Cooperation Committee on evaluation of Multilateral Development Banks. OPEV's participation in these meetings has made it possible to exchange view points on professional preoccupations, experiences, and to share evaluation results.

2.4.3 In 1998, OPEV participated in the forum intended for Multilateral Development Banks portfolio performance measurement. It also participated in the study of harmonization of the methods, rules and procedures for evaluation. This study was in line with the follow-up of implementation of the recommendations of the Working Group of the development committee on enhancement of Multilateral Development Banks operation effectiveness.

d) Post-evaluation computer system

2.4.4 Despite a commencement of implementation of improvements proposed for accessibility and user-friendliness of the system notably regarding the follow-up module of PCRs and review of SPEI/PALMS interface, the system is experiencing enormous difficulties likely to threaten its survival. There were delays in the adoption of the new development platform of applications and updating of the technical documentation, and the operation professionals encounter difficulties in retrieving data from the SPEI system which requires a reconfiguration following the introduction of new computer environment in the Bank.

2.4.5 However, in view of the technological development and establishment of Bank Internet site, OPEV has designed a special page containing information on activities and results of evaluations which have been made available for the Bank staff and the general public. Nevertheless, this home page requires a continual updating and special management rendering its levelling essential considering the standards prevailing in other similar institutions, particularly with regard to textual research modules and retrieval of data from evaluation reports available on the site. This levelling exercise will be carried out in 1999.

2.5 **Results and constraints of implementation of OPEV activities in 1998**

2.5.1 For the implementation of these activities, OPEV made two successive budgetary readjustments for the replenishment of allocations earmarked for recruiting consultancy services. The 1998 budget was indeed the minimal limit for achieving the goals of activities as well as honouring commitments to the Board. The composition and number of OPEV professional staff, generally inadequate, is unevenly distributed in terms of sector, notably in the area of agricultural and rural development sectors and the social sector, and that of working language, compels the recourse to consultants to make for the noted shortfall. The rate of achievement of objectives has been affected. In respect of OPEV's various activities the rate stands as follows:

Table 2.3 : Result of OPEV Activities as at 31/12/1998

Activity	Objectives (*) (Number of products)	Outputs as at 31/12/98	Rate of output (in percentage)
PCR review Notes	40	37	93
Abridged PPAR	15	4	27
Intermediate PPAR	15	10	67
Complete PPAR	20	24	120
Experience review Notes	5	6	110
Procedure review study	1	4	400
Thematic study	5	4**	80
Country assistance review	-	1***	100
Evaluation capacity strengthening	1	1	100
Development effectiveness activities	5	10	200
Dissemination and feedback activities	1	1	100

(*) Revised programme for 1998

(**) Two reports are being finalised

(***) Activity being launched (country concerned: Burkina Faso)

2.5.2 It can be seen from this table that on the whole the annual objectives have been achieved, particularly with respect to studies which accounted for almost 20% in 1998. Performance audit objectives (57% of the total time available) were achieved, even surpassed for certain products (performance full evaluation reports) but were low for other categories (abridged and intermediate reports). The low number of the latter is mainly due to the present quality of completion reports received (descriptions and analytics weakness), but also in the content of these products which requires further precision on the goals and objectives sets.

2.5.3 It should be noted that PCRs quality improvement will lead to the reduction of resources allocated for preparing evaluation reports in order to concentrate on the products recently launched by OPEV: review notes of experience preparation, operational procedures and policies evaluation and other thematic or sectoral evaluation.

2.5.4 Other constraints relate to the support staff posts which were occupied by temporary staff. Introduction of OPEV's new activities, however, requires recruitment of research assistants, management of evaluation information system (SPEI) and OPEV electronic home page.

3. FEEDBACK AND UTILISATION OF EVALUATION RESULTS

3.1 Monitoring of the implementation of feedback system strengthening strategy

- 3.1.1 The utilisation and feedback evaluation results are among the priorities of OPEV which had considered it timely to launch in 1997, a survey of users of evaluation results (RMC, members of the Board of Directors, Management and staff from the operational departments) in a bid to refine the strategy for dissemination and utilisation of lessons drawn from evaluation, and to improve the feedback system and integration of these lessons in the design and implementation of Bank Group future operations.
- 3.1.2 The strategy monitoring report adopted by CODE in 1997, submitted in 1998, noted the considerable progress made to strengthen the feedback system of lessons drawn from experiences, particularly through the active participation of the Vice-President of operations and officers in charge of operational units, as well as dissemination of summary records of deliberations and decisions of members of CODE⁴.
- 3.1.3 Other feedback tools and utilisation of evaluation results were also developed, namely redissemination of “Ex-post evaluation” Bulletin as well as extracts from performance audit reports, evaluation results review notes and, the introduction in 1998 of the special evaluation page on the Bank’s Internet and Intranet sites.
- 3.1.4 Nevertheless, an adequate monitoring process for implementing CODE and Boards’ recommendations and decisions on Bank operations and operational policies and procedures should help to render account to members of CODE on the status of implementation of the decisions taken by the committee.
- 3.1.5 The widening of the scope of OPEV’s results, through introduction of studies of the review of sectoral policies and operational procedures, such as the quality of economic analyses and supervision process, annual portfolio performance review, as well as thematic studies, have contributed to ensuring a better quality of dialogue with the operations departments, notably in utilisation of lessons drawn from the experience in the implementation of ongoing projects.
- 3.1.6 However, in order to consolidate the actions embarked upon, other supplementary actions got the nod of members of CODE⁵. The latter appear in the following Box A.

⁴ CODE’s decision in its session of 17 July 1998.

⁵ See supra.

BOX A**STRENGTHENING THE FEEDBACK SYSTEM: Monitoring Actions**

- (i) Ensure monitoring of integration of lessons drawn from evaluations through selective examining of projects and programmes ex-ante evaluation reports.
- (i i) Incorporate, on the Bank's Internet and Intranet site, all OPEV evaluation results, while taking into account the Bank's information dissemination policy.
- (i i i) Define the objectives, products and types of operations as regards RMC institutional evaluation capacity and this within the framework of Bank strategy document.
- (i v) Multiply joint operations with other development institutions with which earnest collaboration in evaluation should be set about.
- (v) Foster relations for collaboration with sub-regional agencies such as West African Development Bank (BOAD) and South Africa Development Bank (SADB) as well as economic and social research institutes such as the Consortium for Economic Research in Africa and the Council for Development of Research in Social Sciences in Africa. Links should also be sought all over the continent to develop evaluation capacity in Africa.
- (v i) Strengthen OPEV operation capacity (addition of new staff, revision of the department's set up and development of information and communication systems).
- (v i i) Create a formal structure for monitoring implementation of CODE's recommendations and decisions whose task would be to keep members of the committee informed about the extent of implementation of the decisions taken.

3.2 Dissemination of evaluation results

- 3.2.1 The study of the quality of economic analyses in the project appraisal reports approved in 1996 and 1997, whose results were widely disseminated by the operational departments, revealed a series of shortfalls to be offset in order to improve the quality of projects and programmes implementation. In response to the conclusions and recommendations of the report, the Vice-President Operations office has drawn up a plan of actions of which the content is summarised in Box below. The report of the study as well as the formal response of the Vice-President Operations office have been submitted at the beginning of 1999 to CODE for consideration.

BOX BQUALITY OF ECONOMIC ANALYSES IN PROJECT APPRAISAL
REPORTS APPROVED IN 1996 AND 1997Plan of actions for improvement

1. The study of the quality of economic analyses in the project appraisal reports approved in 1996 and 1997, has proposed a series of actions meant to improve the situation for stimulating the personnel, training them and raising the level of their skills in economic analysis of projects, as well as drawing up rigorous rules for the design and implementation of projects and programmes.
2. The plan of actions drawn up and discussed by members of CODE ended up with the objective of:
 - a) Strengthening Bank capacity in economic and sectoral analysis;
 - b) Reviewing the Operations Manual through coordinated efforts in quality-assurance and dissemination of good practices;
 - c) Intensifying training in the use of logical framework with the joint assistance of the Training Institute recently established by the Bank, the International Monetary Fund and the World Bank;
 - d) Adopting participatory approach and proceeding to evaluation of requirements of beneficiaries during identification and design of poverty alleviation projects;
 - e) Developing a communication “network” with the World Bank under a continuous exchange programme;
 - f) Reviewing the composition of social projects appraisal missions;
 - g) Ensuring continued monitoring and mid-term review of projects identified as risk projects, and ensuring their smooth implementation performance and achievement of their development objectives; and
 - h) Formulating specific directives relating to projects economic and financial analysis, accompanied with precise methodological indications on the manner of tackling intersectoral or thematic problems, such as gender issues, poverty, reproductive health, good governance, regional economic integration, and development of the private sector.

- 3.2.2 The review of procedures for preparing annual report on portfolio performance for 1995 and 1996 was also the subject of comprehensive discussion with the department concerned (OCOD) for the purpose of improving the process of ongoing projects and programmes portfolio performance. The recommendations in this report (see Box C below) will be taken into account in the preparation of future reports on Bank Group global portfolio performance evaluation.

BOX CEVALUATION OF PROCEDURE FOR THE PREPARATION OF ANNUAL REPORTS ON PORTFOLIO PERFORMANCE FOR 1995-1996

1. The Central Operations Department should invest a lot of human and financial resources with a view to developing and refining the rating methodology which would be rigidly applied in the whole Bank.
2. The rating system adopted for portfolio performance measurement must be harmonized with the final notes of OPEV. This harmonization will facilitate analysis which was “held over” in the past.
3. To prevent subjectivity in project rating, each project must be supervised once a year. The supervision reports can be completed through country portfolio reviews and their general presentation harmonised among departments.
4. To improve the quality of projects at-entry in portfolio, the Bank must invest a great deal of resources in economic and sectoral studies, whose non availability is the cause of difficulties in implementation of 22% of on-going projects in 1996.
5. The operation strategies contained in country strategy documents, would then be an outcome of these economic and sectoral studies and accompanied with appropriate operations considering national development priorities and the general strategy of the Bank.

3.2.3 OPEV has also submitted brief notes on lessons drawn from specific projects whose goal is to place at the disposal of Bank sectoral experts the optimal practices gathered from performance evaluations. These notes covered particularly rural development, reforestation and bush-fire fighting projects.

3.2.4 OPEV presented the study relating to comparative analysis of procedures for preparing project completion and performance evaluation reports, which was carried out under the auspices of the Evaluation Cooperation Group of Multilateral Development Banks. This document contained the “standard” principles and rules in performance evaluation for harmonising the systems of rating and assessment of impact on development, first in the Bank (between OPEV and Operations Departments), then in Multilateral Development Banks. During the consideration of this document by CODE, it was decided to ensure the participation of recipients of borrowing countries in the evaluation process, and to assist member countries and their executing agencies to develop or strengthen their monitoring-evaluation capacity. Adequate resources should therefore be allocated to assist them in preparing quality completion reports and acquire adequate monitoring-evaluation systems. “Operational” principles and rules for preparing project completion reports and ex-post evaluation reports should be considered in the revised operations manual.

3.3 Results of the works of Multilateral Development Banks Evaluation Cooperation Group

- 3.3.1 OPEV has participated, within the framework of the works of harmonisation of policies, methods and procedures for evaluation within the Multilateral Development Banks Evaluation Cooperation Group in important studies having direct impact on future development of evaluation function in the Multilateral Development Banks. It involved harmonisation of criteria for projects and programmes performance evaluation (including investment operations in the private sector), as well as approaches, tools and the best practices in portfolio performance evaluation, assistance to countries and sectoral and thematic policy evaluations.
- 3.3.2 A workshop organised in December 1998, jointly with the World Banks, resulted in the adoption of a benchmarking system containing a series of performance evaluation indicators used in assessing result and impact of projects on development, including private sector operations. This framework is being adopted by the entire Group of Multilateral Development Banks. In 1999, OPEV will conduct a far-reaching study to include new concepts as well as reference indicators in the performance evaluation directives and will disseminate it widely in the Operational Departments of the Bank. This action will also concern the private sector operations performance evaluation.
- 3.3.3 Cooperation on a larger-scale is expected among Multilateral Development Banks following the adoption of these criteria, particularly in evaluation of jointly-financed projects and this, through exchange of completion and ex-post project evaluation reports.

3.4 Other works of dissemination and utilisation of evaluation results

OPEV has participated in several operational meetings relating to consideration of reports of country strategy papers and operational policies and result of comments on sectoral policy papers (Agriculture and rural development), project and programme appraisal reports as well as on accounts of problems of appraisal, supervision and completion missions.

4 EVALUATION CAPACITY DEVELOPMENT

4.1 Regional Seminar and Workshop on Strengthening Monitoring-Evaluation Capacity of Countries of Africa⁶

- 4.1.1 The seminar was held from 16 to 19 November, 1998 and brought together 90 participants from 12 regional member⁷ and 21 donor agencies. Its main aims were to:
- let representatives of participating countries have a perfect understanding of

⁶ This seminar received financial support from the following agencies: United Nations Development Programme (UNDP); Danish International Development Agency (DANIDA); Royal Ministry of Foreign Affairs of Norway; Swiss Development Corporation (SDC); and Swedish International Development Authority (SIDA).

⁷ Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Guinea, Malawi, Morocco, Mozambique, Republic of South Africa, Tanzania, Uganda, and Zimbabwe.

the crucial links between evaluation, reform of the public sector and improvement in public resources management;

- make it possible thanks to the knowledge acquired, to draw up a preliminary plan of action for developing their monitoring-evaluation system; and
- establish the links needed in their respective countries for future monitoring actions.

4.1.2 Consolidating the gains of the first regional conference on evaluation held in Abidjan in 1990, the seminar paved the way for the institution of an evaluation culture in Africa whose concretisation is the imminent establishment of African evaluation association. The major outcome of the seminar appears in Box D below.

4.1.3 The report on the seminar, which is being published will be disseminated in the participating countries and the central and technical ministries of regional member countries.

BOX D**RESULTS OF THE FOLLOW-UP SEMINAR ON STRENGTHENING OF EVALUATION CAPACITY OF COUNTRIES OF AFRICA**

1. The major results of the Seminar were essentially a better perception of evaluation requirements by African countries, constitution of networks of appraisers at the continental level, and assimilation of knowledge required for setting up of monitoring-evaluation systems in the context of improving public services effectiveness.
2. The fact that African countries, whose evaluation requirement remains insignificant and with varied institutional development levels, each country following its own way and according to its own administrative and cultural rules, suggests the adoption of a gradual approach, but adapted to the needs and the real situation of each country
3. The diverse experiences presented in the documents submitted at the seminar by participants of African countries and representatives of development agencies, show clearly the inexistence of a unified and standardised strategy in strengthening evaluation capacity.
4. A strong signal has emerged: it is the need to possess a more responsible, efficient public sector, and responding to the aspirations of the populations. This will henceforth influence future development strategies and actions of donors.
6. Although they do not have official disposition, the plans of action drawn up at the seminar by participating countries, made it possible to set apart development factors of evaluation function. These are::
 - The need for an institutional support, at the continental level, in order to develop evaluation capacity and permit a better awareness of problems stemming from the shortcomings noted at the administrative or legislative level. This institutional support should be provided both at the central level (at the Ministries of Planning and Finance) and sectoral level at the technical ministries, and even at the level of project implementation units;
 - The training in evaluation designs, methodologies and practices constitute the backbone of every action of monitoring-evaluation capacity strengthening;
 - The establishment of various data bases focused on inventory taking of African capacity in monitoring-evaluation (practitioners, consultants, officers in charge of monitoring-evaluation, body of inspectors and auditors), will constitute a significant step towards the establishment of an African evaluation association and will facilitate experience sharing and better practices in the area of monitoring-evaluation.

4.2 Support cooperation for setting up of monitoring-evaluation systems

A common policy was adopted within the framework of the MDB evaluation Cooperation Group for the purpose of undertaking a joint development actions or evaluation capacity strengthening actions in Africa. To this end, OPEV was invited to participate in training workshop activities for institutionalization of monitoring-

evaluation systems under the budgetary reform support action and review of public expenditures. Actions were undertaken in 1999, within the framework of projects financed by the World Bank in Benin and Cote d'Ivoire⁸.

5 **CONCLUSIONS AND RECOMMANDATIONS**

5.1 **Conclusions**

- 5.1.1 Outputs for 1998 were substantial as regards thematic and sectoral studies, review of operational procedures for projects cycle and strengthening of the system of retro-information and incorporation of lessons of experience. Such achievements consolidate actions already embarked upon within the framework of improvement in approaches and evaluation tools and measure of development effectiveness.
- 5.1.2 The launching of new products such as the review of Bank experience in some sectors and operational procedures evaluation studies led to establish gainful dialogue with operations departments under the aegis of CODE and contributed to the drawing up of plans of actions aimed at improving the quality of projects. Such plans of actions served as basis for discussion during consultations for replenishment of ADF VIII.
- 5.1.3 The strengthening of institutional capacity of member countries in monitoring-evaluation, started within the strategic framework of public sector effectiveness improvement and good governance, constitutes a priority in OPEV's activity programmes. The Seminar and workshop of November 1998, whose results should be consolidated through monitoring actions aimed at the sub-regional or local scale, was considered by all participants as a success. This result helped to launch concrete cooperation actions in this area with other donors, particularly the World Bank.
- 5.1.4 The harmonisation of evaluation rules and practices at the level of Multilateral Development Banks within the framework of diverse task forces on evaluation of assistance, will bring more credibility to activities and the role of evaluation in the Bank. Interaction and sharing of experiences with evaluation units of other development agencies, contributed to improve the quality of approaches and evaluation tools of OPEV.
- 5.1.5 The major impediments to the achievement of annual objectives of the department are still related to the need to strengthen OPEV's staff in order to cover the main areas of development earmarked by the Bank under its new vision, and which concern on priority basis, poverty alleviation, gender equality, environmental protection, regional economic integration and private sector development.

5.2 **Recommendations**

In order to ensure a wide dissemination of the products and results of OPEV's operation and accompany the technological trend noted as regards support and means of sharing experiences and know-how, the following actions are recommended:

⁸ Benin: Support to budgetary reform: Côte d'Ivoire: Programme for strengthening national capacity of evaluation and monitoring of development performance.

- (i) strengthening project monitoring-evaluation system in the Bank and improving the quality of supervision and completion reports which are the gate ways of the system of retro-information and incorporation of lessons drawn from experience. The adoption of a system of consistent rating objective and project performance measurement is therefore necessary.
- (ii) consolidating the changes made in the approaches and evaluation tools and widening the scope of products in order to touch the crucial areas of sustainable development. The review of effectiveness of Bank sectoral assistance strategies to regional member countries, side by side with thematic evaluations, will constitute a priority in future activities of OPEV, for which additional human and material resources need to be provided.
- (iii) strengthening the system of feedback and integration of lessons drawn from experience through adoption, at the Bank level, of information management scheme and efficient utilisation of “knowledge capital” for the service of development of its member countries.
- (iv) ensuring monitoring of actions of strengthening institutional evaluation capacity of member countries in fostering relations of cooperation with other development agencies operating in Africa.

OPERATIONS EVALUATION DEPARTMENT
1998 ANNUAL REPORT

STAFF AS AT 31/12/1998

		Performance			1998 Budget
		Staff		S/W*	
		As at 01/01/98	As at 31/12/98	31/12/98	
1.	<u>Permanent Staff</u> 1.1 Director 1.2 Professionals 1.3 Support Staff	1 9 3	1 10 3	42 394 ⁹ 126	42 420 210
2.	<u>Technical Assistant</u>				
3.	<u>Consultant/Temporary</u> 3.1 Professionals 3.2 Support Staff	1	1	42	42
4.	<u>Temporary Staff</u> - professional - Support staff S/Total	1	2	63	42
5.	<u>Grand Total</u>	15	17	667	756

* S/W: Staff/Weeks of activity after deduction of leave, training courses: 42 S/W for an entire year of presence.

⁹ One OPEV professional who went on study leave resumed work as from 01/09/98.

OPERATIONS EVALUATION DEPARTMENT
1998 ANNUAL REPORT**LIST OF PROJECT PERFORMANCE EVALUATION
REPORTS TREATED IN 1998****A - Report 1997**

1. Mali: Centre régional d'énergie solaire (Intermédiaire)
2. Guinea Bissau : PAS I & II (complet)
3. Tunisia: Réhabilitation chemin de fer de Sfax (Abrégé)

B – Introduced and finalised in 1998**B-1 PPAR Summarised**

1. Egypt : El Beheïra Rural Development
2. Malawi : Blantyre Rural Development
3. Tunisia : Développement rural de Guézala Mateur

B-2 PPAR Intermediate

1. Burkina Faso : Formation des jeunes agriculteurs
2. Burkina Faso : Education II
3. Cap-Vert Restructuration de l'enseignement primaire
4. Gabon : Projet Hévéa Gabon (Hévégab)
5. Kenya : Rural Health
6. Lesotho : Potable Water Supply – Four Centres
7. Malawi : Rural Health Services
8. Niger : Routes secondaires
9. Swaziland : Telecommunications
10. Zambia : Secondary Schools

B-3 PPAR Completed

1. Angola : Formation Cadres moyens
2. Bénin : Télécommunications PNAM
3. Botswana : Feeder Roads I & II
4. Ethiopia : Gore Tepi Road
5. Ghana : Industrial Sector Adjustment
6. Kenya : Kiambere Dam
7. Lesotho : Maseru Potable Water Supply
8. Madagascar : Programme d'ajustement structurel
9. Madagascar : Réhabilitation route Malaimbady-Mahabo
10. Madagascar : Programme d'urgence – volet routier

OPERATIONS EVALUATION DEPARTMENT
1998 ANNUAL REPORT**LIST OF PROJECT PERFORMANCE EVALUATION
REPORTS TREATED IN 1998 (Continued)**

11. Malawi : Industrial and Commercial Sectors Adjustment and Strengthening of Capital Market and Entrepreneurship
12. Morocco: Ajustement du secteur financier I & II
13. Morocco : Consolidation du PAS
14. Nigeria : Export Boosting Programme
15. CAR : Barrage de M'bali
16. CAR : Développement rural Mbaïki- Berberati
17. Sénégal : Reforestation et lutte contre les feux de brousse
18. Swaziland : Mbabane-Mhlambanyatsi Road
19. Togo : PAS II & III
20. Tunisia : Développement hydro-agricole de Ras-Djebal - Galaat
21. Zimbabwe : Feeder Roads I & II
22. Multinational : OMVS Barrage de Manantali

PROJECT COMPLETION EVALUATION REPORT NOTES (PCR)

The number of PCR evaluation notes treated in 1998 is 37. The number of PCRs received in 1998 is 47.