

OPEV Sharing

Fall 2011



FROM THE DIRECTOR'S DESK

This issue of OPEV Sharing brings you news about AfDB Evaluation Week. It also highlights the key findings of two recently completed OPEV evaluations that are generating much interest: one with messages for the general development community, and the other with important lessons and recommendations for the Bank.

Evaluation Week. OPEV has organized an "AfDB Evaluation Week" from November 21 to 24, 2011, to provide Bank staff with opportunities to learn more about evaluation. Events this year will focus on two emerging areas of evaluation at the Bank: **Impact Evaluation and Private Sector Operations Evaluation.** In addition, OPEV will revive the OPEV Award. This year OPEV will recognize the project team that delivered the most outstanding Project Completion Report for the period July 2010 to June 2011 (PCR Quality Award). The enclosed programme provides more details about Evaluation Week. We hope to see you at some of the events.

Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere? (page 2) is an evaluation synthesis completed by OPEV in 2011. The 26 evaluations reviewed in this synthesis all indicate that "gender mainstreaming is a complex undertaking that has not been widely carried out by the development community". The key conclusions of the evaluation synthesis report are disturbing and call for development institutions to question the reality of their commitment to gender equality. We hope that this evaluation will spur the Bank and its sister institutions to find new approaches to achieving this important objective.

The Evaluation of Policy-Based Operations in the African Development Bank, 1999-2009 (page 3). This evaluation underscores the need for the Bank to shore up the use of budget support by strengthening analytical capacity and increasing understanding of the economic challenges facing Regional Member Countries (RMCs). In particular, it suggests that the budget support instrument will find its place when, strengthened by analytical and economic studies, it allows for real policy dialogue with governments.

Franck Perrault

Franck Perrault
Acting Director, OPEV



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**From Experience
to Knowledge ...
From Knowledge
to Action**

OPEV is the Operations Evaluation Department of the African Development Bank.

Its mission is to help the Bank to foster sustainable growth and poverty reduction in Africa through independent and influential evaluations.

www.afdb.org/opev

AfDB Evaluation Week Calendar

November 21-24, 2011

What's On

	Monday November 21	Tuesday November 22	Wednesday November 23	Thursday November 24
	08H30-12H00	08H30-12H00	09H00-10H30	09H00-12H00
AM	Learning Event: Private Sector Evaluation	Learning Event: Private Sector Evaluation	Seminar: "How to use Impact Evaluation to Demonstrate and Improve Results"	Learning Event: "Quality Impact Evaluation: An Introduction"
	Facilitator: Nicholas Burke (WB)	Facilitator: Nicholas Burke	Presenter: Howard White (3ie ED)	Presenter: Howard White
	The Residence Hotels, Gammarth, Tunis	The Residence Hotels	ATR 00	The Residence Hotels
	<i>Participants:</i> OPEV, OPSM, ORQR, EDRE and FFMA	<i>Participants:</i> OPEV, OPSM, ORQR, EDRE, FFMA	<i>Participants:</i> Bank Staff	<i>Participants:</i> Bank Staff
				Panel Discussion: Evaluation of Benin Rural Electrification of 17 Centers
12H30 - 14H00	Lunchtime Talk: Communication of Evaluation Results (IFC/IEG)	Lunchtime Talk: IFC Presentation: Poverty Focus and Results		Executive Lunch: Impact Evaluation
	Presenter: Sid Edelmann (IFC/IEG)	Presenter: Ade. Freeman (IFC/IEG)		Presenter: Howard White
	The Residence Hotels	The Residence Hotels		EPI B 13th floor
	<i>Participants:</i> OPEV	<i>Participants:</i> (Bank Staff)		<i>Participants:</i> (Board & OPEV management)
PM	14H00-17H30	14H00-17H30	14H00-17H30	14H30-16H00
	Learning Event: (Cont'd.) Private Sector Evaluation	Learning Event: "Quality Impact Evaluation: An Introduction"	Learning Event: "Quality Impact Evaluation: An Introduction"	OPEV Awards: PCR Award Ceremony Presided over by VP Aloysius Ordu
	The Residence Hotels	The Residence Hotels	The Residence Hotels	ATR 00
	Facilitator: Nicholas Burke	Facilitator: Howard White	Facilitator: Howard White	
	<i>Participants:</i> OPEV, OPSM, ORQR, EDRE and FFMA	<i>Participants:</i> Bank Staff	<i>Participants:</i> Bank Staff	<i>Participants:</i> Bank Staff
	Cocktail: 18H00-19:30H	<p>* A bus shuttle will be provided from ATR-EPI-AMEN BANK-ZAHRABAD to the hotel from 08H00 to 17H45</p> <p>* 3ie: International Initiative for Impact Evaluations; WB: World Bank; IFC: International Finance Corporation; IEG: Independent Evaluation Group</p>		



From Experience to Knowledge ...
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MAINSTREAMING GENDER EQUALITY:

A ROAD TO RESULTS OR A ROAD TO NOWHERE?

Photo: "A Road to Results or a Road to Nowhere?", Northern Kenya 2003. © Lee Alexander Risby

An Evaluation Synthesis

This evaluation examines experiences in mainstreaming gender equality across multilateral and bilateral donor organizations, based on evaluations from these organizations. The report highlights trends (commonalities and differences) in findings, challenges faced, and good practices. It provides valuable insights that can help influence policy and operational change strategies.

Key Findings

The 26 evaluations reviewed in this synthesis all indicate that gender mainstreaming is a complex undertaking that has not been widely carried out by the development community. It notes that severe monitoring and evaluation challenges have constrained the ability of many donors to identify changes in gender equality. As such, the synthesis focuses on understanding the reasons for the poor record in successfully mainstreaming gender into the work of donor organizations.

The evaluation synthesis identifies 6 main factors that have prevented the mainstreaming of gender equality:

- Leadership failure. The leadership of donor organizations has failed to translate policy into action and to make gender 'everyone's business'. The underlying reasons for this failure are often related to competing leadership priorities.
- Lack of organization-wide accountability and incentive structures.
- Insufficient human and financial resources allocated to gender equality mainstreaming.
- Short-lived use of gender mainstreaming procedures and practices and limited cross-sectoral learning, mainly because of lack of accountability or incentives.
- Lack of monitoring and evaluation systems to track progress.
- Difficulty integrating gender equality into new aid modalities.

” 6 main factors have prevented mainstreaming of gender equality by donor organizations ”

The synthesis proposes **4 options to improve gender mainstreaming**: (Note: These options are for discussion. They do not constitute recommendations by the AfDB).

Gender focusing. Focus efforts on specific sectors where gender equality appears to be sufficiently embedded, and then link to related sectors.

Women in Development (WID) Plus. Concentrate on interventions that deliver benefits for and empower women (and men where appropriate), and facilitate incremental social change over time.

Enhance policy dialogue on gender equality in new aid modalities, by focusing policy dialogue and development on key sectors such as education and health; and on the enabling environment for private sector investment.

Improve results reporting and learning through more systematic integration of monitoring and evaluation.

The analysis and preparation of the report was undertaken by Lee Alexander Risby (as Principal Evaluation Officer, OPEV), and David Todd, consultant.

The full evaluation report is available at www.afdb.org/opev.

EVALUATION OF POLICY-BASED OPERATIONS IN THE AFRICAN DEVELOPMENT BANK, 1999-2009

This evaluation assesses the Bank's use of Policy-Based Operations (PBOs) from 1999 to 2009. During this period, 120 PBOs totaling UA 6.1 billion were approved; this represented 31.3 percent of total ADB approvals and 21.8 percent of total ADF approvals. The evaluation examines how effectively the Bank has used PBOs to support national development objectives. It focuses on the Bank's policies and procedures for PBOs and recommends ways to improve the impact of these operations.

Key Findings

The evaluation finds that the Bank has developed stronger organizational capacity for the design and management of budget support, and is now less dependent on the International Monetary Fund (IMF) and the World Bank for analysis and design. The Bank was able to respond rapidly to meet the urgent financial requirements of its clients during the economic and financial crisis of 2008 and 2009, and has made important contributions to the development of budget support in fragile states. Although the Bank now operates as a significant partner in joint budget support arrangements, a key weakness is that its role in policy dialogue remains limited.

The evaluation identifies three main challenges the Bank must address in order to build on its achievements and further enhance its capacity to use PBOs more effectively to achieve its strategic objectives and meet the needs of RMCs.

First, while the Bank's engagement in budget support arrangements and its strengthened in-country capacity has enabled it to participate more fully in policy forums and processes, **the Bank has in general contributed little to dialogue on substantive policy issues.** The Bank's capacity to engage in sectoral policy has been particularly constrained by its lack of senior level technical staff based in Field Offices. While the objective of most Bank PBOs since 2006 has been to strengthen public finance management, the Bank has had no public finance management specialists in its Field Offices.

Second, there are **few linkages between the Bank's engagement in PBOs and the rest of the Bank's programme** (in particular the Bank's investment lending) so that potential synergies within the programme have not been developed or exploited. There have been initiatives to use PBOs as an entry point for deeper engagement in sectoral reform processes and to provide opportunities for subsequent investment operations but these have yet to generate substantive results.

” The Bank has developed stronger organizational capacity for the design and management of budget support ”

Third, the **concentration of capacity within the Governance Department** has reinforced the tendency for budget support PBOs to be managed as governance “sector” operations even though the majority of these are multisectoral in the sense of supporting the whole government budget.

Recommendations

- The Bank should determine how PBOs are to be used as an instrument to support its wider strategic objectives and the needs of its RMC clients, and build its capacity in this regard.
- Guidance for the design of PBOs and the identification of results should be based on a more fully developed model of the intervention logic for PBOs.
- Existing Bank PBO policies and guidance should be consolidated into a single policy.
- The Bank should identify potential synergies between its engagement in general budget support and related PBOs and other parts of its programme, especially investment operations. The synergies and contributions that it can make through policy dialogue should be explicitly built into the design of PBOs, and sufficient capacity and resources should be made available to ensure that these contributions are effective.
- Each sectoral area of the Bank should review the scope for using sectoral PBOs to contribute to multisectoral PBOs, or to participate more effectively in sector-wide approaches (SWAp).
- The Bank should examine how policies and procedures (especially relating to ADF) can be adapted to allow a more programmatic medium-term approach to budget support.
- The Bank should develop, fully document, and provide comprehensive training for staff in a set of procedures and timetables for PBOs that is specifically tailored to the needs of this instrument.
- The Bank should review and substantially strengthen its information systems and procedures for PBOs.

This evaluation was undertaken by Stephen Jones and Ann Bartholomew, consultants, under the direction of Joanne Asquith (as Chief Evaluation Officer OPEV), with contributions from Colin Kirk (as OPEV Director) and Odile Keller (Division Manager).

The full evaluation report is available at www.afdb.org/opev.

Other Completed Evaluations Available at www.afdb.org/ojev	On-going Evaluations
Evaluation of DRC: National Capacity Building Programme Support Project (PANPURC)	Evaluation of Bank Assistance to Fragile States
Evaluation of Policy Based Operations in the African Development Bank, 1999-2009	Evaluation of the African Development Bank's Economic and Sector Work (2005-2010)
Evaluation: Institution Building of the Multi-sector Sub-regional Institute of Applied Technology, Project Planning and Evaluation (ESTA)	Evaluation of Country Strategy Papers (CSPs) as a Programming Framework for the Bank's Assistance
Evaluation of Equatorial Guinea: Institutional Support Project to the Ministry of Planning and Economic Development-PPAR	Fostering Regional Integration in Africa: an Evaluation of the Bank's Multinational Operations, 2000-2010
Evaluation of Public Financial Management Reform in Africa: "A core element for effective and sustainable development"	Evaluation of Environmental Mainstreaming in African Development Bank Support to the Road Transport Subsector
Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere?	
Gabon : Country Assistance Evaluation, 1996-2008	
Agricultural Water Management: an Evaluation of the African Development Bank's Assistance in Ghana and Mali 1990-2010	
Evaluation of Paris Declaration Implementation at the African Development Bank	
Evaluation of African Development Bank's Operations in Support of Reforms, 1999-2009	



OPEV is the Operations Evaluation Department of the African Development Bank. It conducts independent, systematic assessments of the relevance, effectiveness, efficiency, and impact of the Bank's strategies, policies, and operations

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