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FOR INFORMATION

## MEMORANDUM

**TO :** THE BOARDS OF DIRECTORS

**FROM :** Cheikh I. FALL  
Secretary General

**SUBJET :** OPERATIONS EVALUATION DEPARTMENT  
ACTIVITY REPORT - SECOND QUARTER 2005 \*

Please find attached the above-mentioned document.

Attach:

cc: The President

\* Questions on this document should be referred to:

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# AFRICAN DEVELOPMENT BANK GROUP



## OPERATIONS EVALUATION DEPARTMENT (OPEV)

### ACTIVITY REPORT SECOND QUARTER 2005

**JUNE 2005**

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## 1. Introduction

The third quarter of the year will start with increased confidence for the substantial completion of OPEV's ambitious work programme for 2005. This is because of the satisfaction gained at the progress and completions achieved on several evaluation products in the first and second quarters. In particular, OPEV has completed two country assistance evaluations (CAE) (Mali and Mauritania), and submitted for consideration to CODE the very first review of Country Portfolio Reviews (CPR) (2000-2004) as well as a review of Country Strategy Papers (CSP) (2002-2004) in order to provide valuable lessons of experience which will be useful for the new generation of country strategy papers to be approved during 2005. Several other evaluation products are under preparation such as the Annual Report on Development Effectiveness (ARDE) and the evaluation of health sector operations. Three more country assistance evaluations (Morocco, Ethiopia, and Senegal) are to be implemented in addition to the two CAEs for Tanzania and Ghana that are nearing completion.

In April, the department organized a Regional Development Evaluation seminar for senior government officials from 25 regional member countries in collaboration with the Joint Africa Institute (JAI) and the World Bank. During the second quarter, OPEV also participated in high-level discussions on development evaluation issues with key multilateral and bilateral development partners at the First Biennial Conference of the International Development Evaluation Association, and the Third Meeting of the Development Assistance Committee Network on Development Evaluation.

## 2. 2005 Work Programme Implementation Progress (second quarter update)

Work continues on the majority of CODE approved work programme evaluation activities. The activities are at different phases and in this quarter a number of products were completed. Two Country Assistance Evaluations (Mali and Mauritania) were submitted to CODE for consideration, as well as one review of Country Strategy Papers<sup>1</sup> and one review of Country Portfolio reviews<sup>2</sup>. Also, two approach papers were issued and one Terms of Reference to initiate evaluations for several products such as the review of the supervision system, the Evaluation Manual, Study of Independence of the Evaluation Function, etc. In addition two sets of evaluation missions were completed successfully. A Country Assistance Evaluation mission to Ghana and a Country Review mission to Morocco covering six different sectors. The department has also launched a review of a cluster of project completion reports prepared in 2003-2004 and carried out five internal reviews of draft reports during this quarter.

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<sup>1</sup> Review of 2002-2004 CSP (ADB/BD/WP/2005/62- ADF/BD/WP/2005/73 of 13 June 2005)

<sup>2</sup> Review of 2000-2004 CPR (ADB/BD/WP/2005/54-ADF/BD/WP/2005/66 of 17 June 2005)

## 2.1 Completed Evaluation Activities

### *a) Country Assistance Evaluations (CAEs)*

- **Mali Country Assistance Evaluation**

The CAE report which was completed during the first quarter, is scheduled to be presented to CODE on 30<sup>th</sup> June 2005. The report focuses on Bank Group activities during the period 1994-2004 and its key recommendations include a suggestion for the implementation of a more selective strategy geared towards PRSP priority sectors where the Bank can contribute effectively to the country's development. It is expected to be used as an input for the Mali CSP.

- **Mauritania Country Assistance Evaluation**

This CAE report is also scheduled to be presented to CODE on 30<sup>th</sup> June 2005. It also covers the 1994-2004 period during which the Bank provided strong and continued support to the mining sector given its strategic role in the economy. Its key recommendations include the need for the Bank to contribute to : 1) diversification of the economy; 2) effective and transparent management of public resources for poverty reduction; and 3) additional support to the social sectors of health, education and the promotion of Women.

### *b) Policy and Process Reviews*

- **Review of Country Strategy Papers (2002-2004)**

The review of 36 CSPs prepared during 2002-2004 has been completed and shall be examined by CODE on 30<sup>th</sup> June 2005. The objectives of the review were three fold: 1) to review the design and assess the quality of CSPs processed during 2002-2004 in light of the Bank's 2002-2004 approved format; 2) to assess the CSP effectiveness as the Bank's managing and planning tool; and 3) to provide lessons for the next generation of CSPs.

- **Review of Country Portfolio Reviews (2000-2004)**

The review of CPRs prepared since 2000 has also been completed and will be examined by CODE on 30<sup>th</sup> June 2005. This review is the first of its kind undertaken by OPEV and its main objective was to assess the extent to which the process and content of CPRs have been useful in addressing key portfolio management issues.

### *b) Approach Papers*

- **Evaluation Guidelines for Lines of Credit Operations**

The approach paper has been completed as well as consultations with colleagues from the Operations complexes. The guidelines will be developed to take into account the current strategies, policies and operational guidelines governing Lines of Credits extended to financial intermediaries. A mission was launched this quarter for discussions with IFC and the World Bank for the sharing of experiences.

- **Ethiopia Country Assistance Evaluation (CAE)**

The approach paper has been completed and it provides the basis for evaluating the performance and impact of the Bank Group's assistance to Ethiopia. It will also provide lessons learned for improving future Bank policies and strategies as well as a means of information sharing with other development partners on Ethiopia. The detailed Terms of Reference has also been prepared and finalised.

- **Bank Group Supervision System Process Review**

Following the completion of the approach paper, a Letter of Invitation (LOI) has been sent out to a short list of six consulting firms, approved by PPRU. The deadline for the submission of proposals is 15<sup>th</sup> July 2005. The primary objective of the review is to carry out an in-depth analysis of the supervision/monitoring system and process in place and assess the extent to which the system and the instruments within the system fulfill their functions. The review will assess the degree to which the instruments used for monitoring and supervision activities and outcomes compare to what was expected in Bank policies, manuals and guidelines and their utility in terms of the information they provide.

*c) Terms of Reference*

- Some of the Terms of Reference completed during this quarter are related to the preparation of the Evaluation Manual and the Study on the Independence of the Evaluation Function in the Bank (Requested by CODE). The recruitment of consultants is underway and it is expected that these activities will be completed in the third quarter or early in the fourth quarter.
- **Evaluation of Bank Group Operations in Agriculture and Rural Development** Both the Approach paper and the draft Terms of Reference were submitted to PPLB.3 to try to mobilize funds for undertaking the evaluation. The effort is still ongoing to secure funds from bilateral sources. The primary objective of the evaluation is to provide an assessment of the ADB's impact on reducing rural poverty, the performance of the Bank in delivering agriculture and rural development programmes and lessons to be drawn from past operations.
- **Health and Education Sector Reviews**  
The two approach papers were subjected to a detailed review and consultation and Terms of Reference for the Health sector review was subsequently prepared. The selection of a consultancy firm to undertake the review is underway. The evaluation report is expected to contain major lessons and recommendations taking into account Africa's health status and appropriate policies for the Bank's future intervention in the health sector.

## 2.2 Evaluations nearly completed and being peer reviewed

- **Review of Bank Group Assistance to Morocco in Six Sectors**

The six sectors are public utilities, transport, telecommunications, agriculture, social and macroeconomic/financial reforms. The objective of the reviews is to evaluate Bank Group interventions in the Country and to draw relevant lessons from the exercise. They will also be used as an input to the Morocco CAE and also to the Annual Report on Development Effectiveness (ARDE). The sector review reports have been drafted and are being peer reviewed.
- **Review of Bank Group Assistance to Tanzania in the Social and the Agriculture and Rural Development Sectors**

These studies were undertaken to evaluate Bank Group interventions in Tanzania in the Social Sector (health and education including a micro-finance project) and the Agriculture and Rural Development Sectors. An internal review with comments has served to improve the quality of the reports. Both Sectors major findings and recommendations have been taken into account for the Tanzania CAE and will also be used as an input to the ARDE.
- **Review of Bank Group Assistance to Ghana in the Social Sector**

This study was undertaken to evaluate Bank Group interventions in Ghana in the Social Sector (health and education operations)<sup>3</sup>. An internal review with comments has served to improve the quality of the reports. The reports are being sent to the Operations complex for final comments. The Sector's major findings and recommendations have been taken into account for the Ghana CAE.

## 2.3 Work in Progress

- **Tanzania Country Assistance Evaluation (CAE)**

The Tanzania Country Assistance Evaluation takes the country as the unit of analysis and attempts to evaluate assistance using the Bank's CSP as a point of reference. Preliminary findings indicate that sectoral interventions during the period under review were inefficient. This includes Bank interventions in the Agriculture, Transport, Water, Health and Education Sectors.
- **Ghana Country Assistance Evaluation (CAE)**

This CAE will be preceded by a Note to CODE providing a summary of the on-going Ghana CAE which is still being drafted. OPEV developed the summary to CODE to offer preliminary findings of the evaluation for discussion of the 2005-09 Ghana CSP in order to promote maximum development effectiveness during implementation of the Bank program. The need to move forward with the RBCSP prompted OPEV to work closely with the Ghana Country Team (CT) in providing lessons learned for the new CSP. In this way OPEV influenced the development of the CSP through meetings and by

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<sup>3</sup> There are two reports, one for health and the other for education. The education report also contains sections in which Gender, Equity and Poverty reduction are also evaluated.

providing comments at Senior Management meetings to review the draft CSP. In line with accepted practice in other MDBs, special emphasis is being given to the last three CSPs or the period between 1996-2004 in this CAE. This approach provides a nine year period over which to address whether: (1) the Bank's interventions are responding to a pre-defined strategy in Ghana; (2) whether the strategy itself is in line with country priorities; and (3) whether Bank strategy can become more responsive to Ghana's needs and priorities.

- **Ethiopia Country Assistance Evaluation (CAE)**

The approach paper and Terms of Reference have been completed and the methodology contained in them is being used to establish the development effectiveness of the Bank Group assistance to Ethiopia. The procurement of the services of a consultant and preparation of the collection of field-based evidence are nearing completion.

- **Ethiopia, Review of Bank Group Assistance to four sectors Project Performance Evaluation Report (PPER)**

The four sectors are Agriculture and rural Development, Social, Multi-sector / Policy-Based lending and Transport. These activities will review the key results from the AFDB Assistance to the sectors to inform the preparation of the CAE, as well as to provide a basis for accountability and drawing lessons learned for improving the current and future AFDB-Ethiopia Government operations. The recruitment of consultants and preparation of field-based evidence-gathering missions are nearing completion. The PPER evaluates the performance and impacts of two agriculture and rural development projects with recently completed PCRs. This project performance evaluation will inform the sector review, as well as provide a basis for accountability and drawing lessons learned. The recruitment of a consultant and preparation of a field-based evidence-gathering mission are also nearing completion.

- **ARDE, Development effectiveness of Bank Group Assistance**

This is the focus of Chapter two of the ARDE, which reviews the overall results of the Bank Group assistance and its contribution to country outcomes using the ADF Results Measurement Framework adopted in 2003, by assessing progress towards the achievement of country outcomes. For this purpose, OPEV has started the alignment exercise and launched a reclassification of projects using a sector and thematic classification. Also, the review is based on completed and ongoing CAEs of selected ADF countries. While preliminary outcome evaluative evidence on the AFDB's assistance to Mali, Mauritania, Rwanda and Tanzania are being analyzed, the updating of those to Burkina Faso, Uganda and Lesotho is ongoing.

- **Review of Bank Group Assistance to Kenya in the Agriculture Sector**

This study was undertaken to evaluate Bank Group interventions in Kenya in the Agriculture sector. The field mission was undertaken from 19 May to 13 June 2005 in Kenya. Work is still in progress and the final report is expected to be completed by early August 2005.

- **Dissemination, Feedback, and M&ECD Strategy**

The second quarter was spent undertaking background work for OPEV's forthcoming Dissemination, Feedback, and M&ECD strategy. The rationale for the strategy hinges upon: (i) the need for more accessible, relevant, timely, and usable evaluation findings, lessons, and recommendations, so as to better influence the design and implementation of Bank operations, including M&ECD practices in regional member countries; (ii) to strategically align OPEV's knowledge, dissemination, and feedback efforts with that of other MDBs and partner institutions; (iii) to strengthen the analytic and research function of the Bank, i.e., economic and sector work, and peer review processes; and (iv) to sharpen the country focus and strengthen M&ECD efforts in the Bank's regional member countries. The strategy will provide an assessment of the department's evaluation product mix, the extent of utilization of OPEV's independent findings, lessons, and recommendations, strategic alignment of evaluation demand with supply, and will include activities to be undertaken to strengthen the department's dissemination, feedback, and monitoring and evaluation capacity building initiatives over the next three years.

### **3. Monitoring and Evaluation Capacity Development**

As part of its monitoring and evaluation capacity building efforts, the department jointly organized a Regional Development Evaluation Seminar in Tunis on April 4-8, 2005. The primary objective of the week-long seminar was to introduce key concepts, approaches, and methodologies used in development evaluation to decision-makers engaged in PRSP activities in Africa. The seminar was attended by 43 delegates from 25 regional member countries. Based on survey responses, participants indicated that they had greatly benefited from the event. They had acquired new monitoring and evaluation knowledge and skills from the seminar, and would recommend future seminars to colleagues and staff.

### **4. Evaluation Cooperation and Partnerships**

#### **a) First Biennial Conference of the International Development Evaluation Association**

The objectives of the three-day International Development Evaluation Association (IDEAS) conference on April 12-15 in New Delhi were to examine the implications of new development concepts, emerging contexts for evaluation and the evaluation community. The quality of evaluations produced by development organizations is increasingly becoming a major issue. Discussions addressed new responses in evaluation methods, processes, outcomes shaping the practice of development evaluation, with reference to rapid appraisal methods for evaluation of aid to post-conflict countries. Participants shared innovative experiences in evaluation methods. They examined new forms of partnerships, and capacities needed to rethink, reshape, and reform development evaluation. Senior OPEV staff in attendance are monitoring the developments of IDEAS activities for their potential use and collaboration in future Bank activities.

### **b) Third Meeting of the Development Assistance Committee Network on Development Evaluation**

The Third Meeting of the Network on Development Evaluation was held on June 2–3, 2005 in Paris. OPEV was represented at the meeting. The Network is a unique body that brings together evaluation managers from OECD development cooperation agencies and multilateral development institutions. The network aims at improving evaluation policy and delivery by sharing good practices and by collaborating on joint studies and multi-donor evaluations. It meets every nine months at OECD headquarters in Paris. The longstanding co-operation among members has resulted in common evaluation guidelines and a glossary of terms that has helped harmonize evaluation concepts and practices. The current work programme of the network includes a joint evaluation of general budget support and a study on aid effectiveness.

## **5. Indicative List of Evaluation reports for Board Presentation in 2005 (update)**

<i>No</i>	<i>Evaluation Reports</i>	<i>Planned Date for Board Presentation</i>
1.	OPEV Feedback/Dissemination Strategy	September 2005
2.	Review of Loan Cancellation Practices in BG operations	September 2005
3.	Tanzania Country Assistance Evaluation	October 2005
4.	Ghana Country Assistance Evaluation	October 2005
5.	Operation Evaluation Manual Update	October 2005
6.	2005 Annual Development Effectiveness Report	November 2005
7.	Review of the Supervision System in the Bank	November 2005
8.	Report of the Independence of the Evaluation Function	November 2005
9.	Ethiopia Country Assistance Evaluation	November 2005
10.	Morocco PPER PBL	November 2005
11.	Morocco Country Assistance Evaluation	December 2005
12.	Review of BG operations in the Health Sector	December 2005
13.	Mozambique PPER PBL	December 2005