

Building Evaluation Capacity

Evaluation of Asian Development
Bank Experience

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The logo for the Asian Development Bank (ADB), consisting of the letters "ADB" in a white serif font on a dark blue square background.

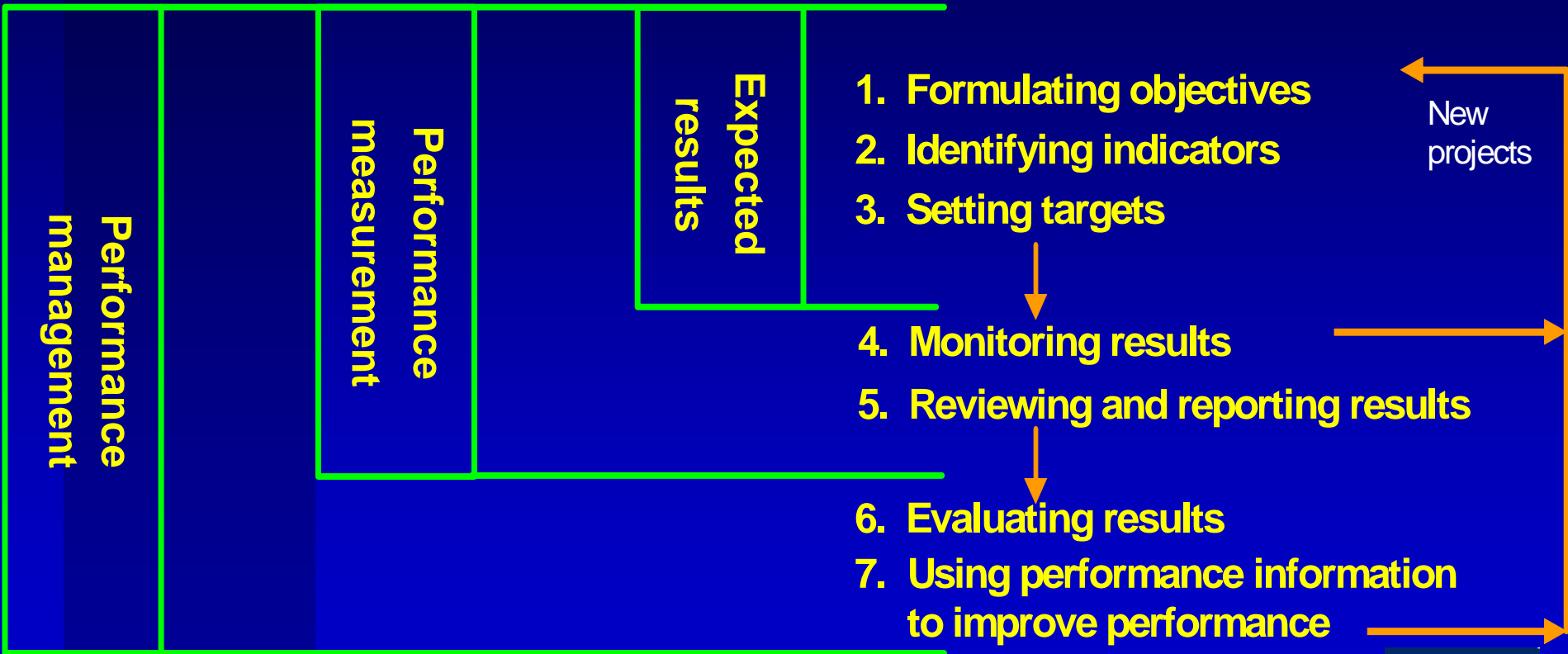
Technical Assistance to Build Evaluation Capacity Supported by the Operations Evaluation Department of ADB

- 15 TAs between 1991 and 2007
- Total amount of \$4.35 million
- 7 countries – Bangladesh, People's Republic of China, Nepal, Papua New Guinea, Philippines, Sri Lanka and Thailand

Focus of TAs

- Early TAs (1991 to 1994) aimed to build post-evaluation capacity
- Later TAs (from 1995) aimed to build results-based monitoring and evaluation systems

Results-based management



TAs Provided to PRC

- TA 2133: Developing the Performance Evaluation Capability of the People's Bank of China (approved 1994)
- TA 2821: Strengthening of Evaluation Capacity [KPIO] (approved 1997)
- TA 3375: Project Performance Management Capacity Building [KPIO] (approved 2000)
- TA 4581: Strengthening Results-Based Monitoring and Evaluation in Key Projects [KPIO] (approved 2005) – ongoing

Evaluations of Evaluation Capacity Development

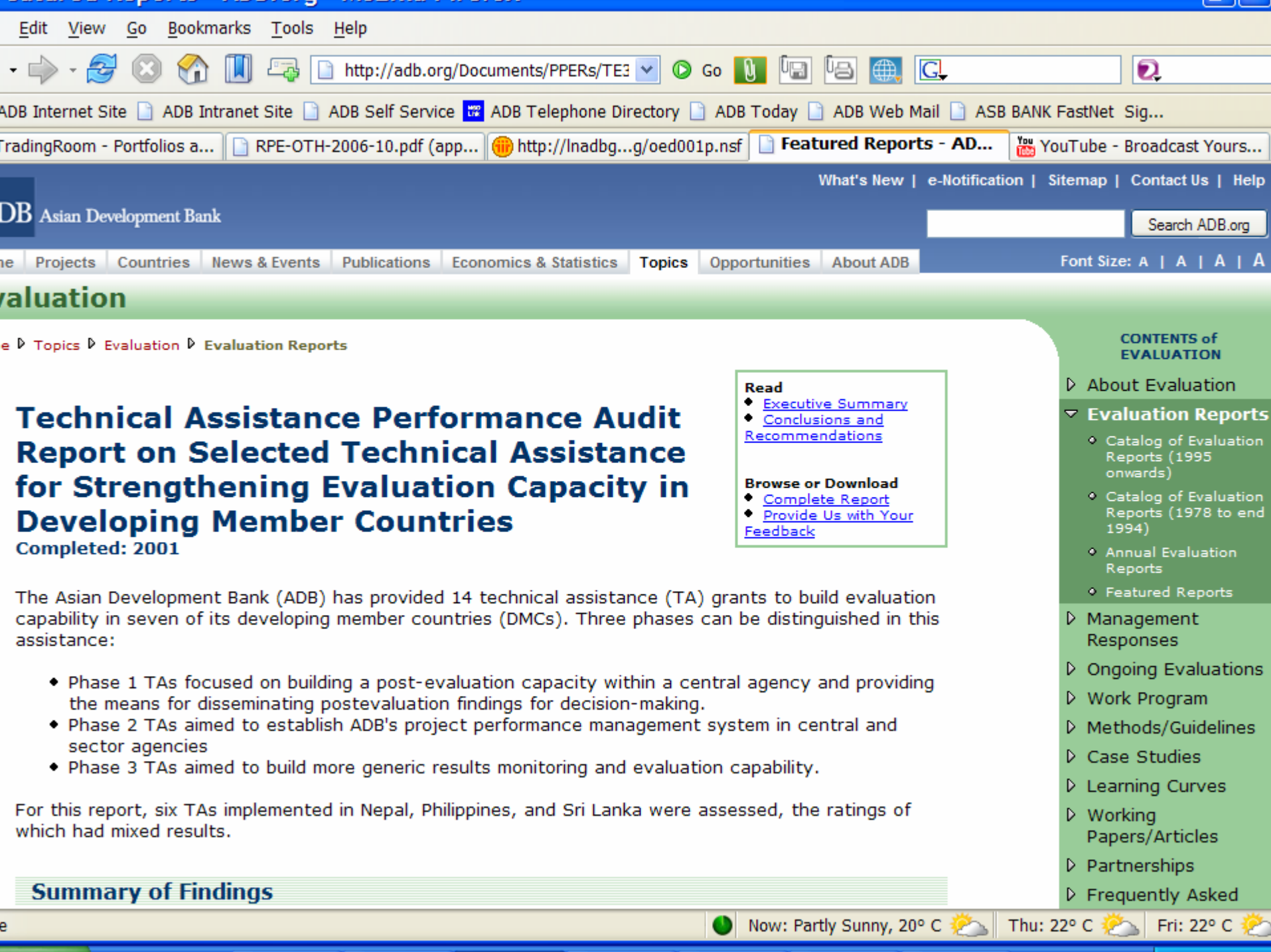
- TA completion reports = self evaluation
- TA performance evaluation reports = independent evaluation
- In the case of these TAs, OED carried out the self-evaluation and “independent” evaluation. This is not usual.

Performance Evaluation Reports

- Every TA has a completion report, usually two pages long
- There are two performance evaluation reports carried out by OED on its TAs in support of evaluation capacity development
- Selected Technical Assistance for Strengthening Evaluation Capacity in Developing Member Countries evaluates 6 TAs, 2 each in Nepal, Philippines and Sri Lanka. Available at <http://adb.org/Documents/PPERs/TE34.asp>

Performance Evaluation Reports *continued*

- TA 3375 available at
<http://adb.org/Documents/TAPER/PRC/2006-16-PRC-TAPER.pdf>



Evaluation

Home > Topics > Evaluation > Evaluation Reports

Technical Assistance Performance Audit Report on Selected Technical Assistance for Strengthening Evaluation Capacity in Developing Member Countries

Completed: 2001

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The Asian Development Bank (ADB) has provided 14 technical assistance (TA) grants to build evaluation capability in seven of its developing member countries (DMCs). Three phases can be distinguished in this assistance:

- ◆ Phase 1 TAs focused on building a post-evaluation capacity within a central agency and providing the means for disseminating postevaluation findings for decision-making.
- ◆ Phase 2 TAs aimed to establish ADB's project performance management system in central and sector agencies
- ◆ Phase 3 TAs aimed to build more generic results monitoring and evaluation capability.

For this report, six TAs implemented in Nepal, Philippines, and Sri Lanka were assessed, the ratings of which had mixed results.

Summary of Findings

CONTENTS of EVALUATION

- ▶ About Evaluation
- ▼ **Evaluation Reports**
 - ◆ Catalog of Evaluation Reports (1995 onwards)
 - ◆ Catalog of Evaluation Reports (1978 to end 1994)
 - ◆ Annual Evaluation Reports
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Summary of Findings



- ◆ Phase 1 TAs produced most outputs to a generally high standard and achieved their purpose by completion. However, only in Sri Lanka has the impact been sustained.
- ◆ A lack of demand for the results of performance evaluation affects sustainability.
- ◆ From the country perspective, there was very limited awareness of the importance of evaluation, either post-evaluation or performance evaluation, at the time of approval.
- ◆ None of the Phase 2 TAs succeeded in establishing a functioning project performance management system. However, the work done provided skills and created awareness that became available to subsequent efforts to introduce results monitoring and evaluation.
- ◆ The introduction of computerized post-evaluation or performance evaluation information systems brought mixed results because of institutional, management, and social factors.

Lessons Identified

- ◆ Stability of trained staff, high-level support, and the existence of a mandate by decree for evaluation are factors that contribute to success.
- ◆ More thorough preparation of future TAs should ensure high-level ownership and commitment, and participation of key stakeholders in formulation and design.
- ◆ If the necessary conditions for public sector capacity building are not met, an assessment must determine whether the systemic or underlying problems should be addressed first.
- ◆ Building DMC capacity requires a holistic approach, considering the needs at all levels.
- ◆ The location of responsibility for evaluation within organizational hierarchies is also important.
- ◆ During TA design and implementation, care needs to be taken that performance evaluation systems do not become "supply-driven", too complex, and too resource intensive to sustain.
- ◆ Establishing performance evaluation systems is a means to an end; benefits are obtained when the



- ▷ Partnerships
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5 Lessons from the Experience in Nepal, Philippines & Sri Lanka

Lesson 1

It proved to be more complex, difficult, and time consuming to build a functioning (that is, one that is used) results-based monitoring and evaluation system than first thought

5 Lessons *continued*

Lesson 2

High-level commitment to performance evaluation is essential – this should be clearly demonstrated by allocation of sufficient budget and staff, status of the activity within the institution, and existence of an influential “champion for evaluation.”

5 Lessons *continued*

Lesson 3

A number of pre-conditions need to exist for successful capacity development

- ✓ A commitment to accountability
- ✓ Management decisions not made on political grounds
- ✓ An incentive structure that encourages public sector employees to operate in the public interest
- ✓ Stability in staffing

5 Lessons *continued*

Lesson 4

Building capacity in results monitoring and evaluation requires incentives and training at all levels – field, project management unit, province and central agency levels

5 Lessons *continued*

Lesson 5

Establishing a results-based monitoring and evaluation system is a means to an end, not an end in itself. It has a cost. Benefits are only obtained when the results are used in key budget, investment and policy/strategy decision-making processes. TA design should not assume that results will be used! Rather, specific features must be included to encourage, facilitate and formalize use.

6 Lessons from Experience in People's Republic of China

Lesson 1 (1997)

From TA 2133 – The time provided for consulting input and on-the-job training should be realistic, particularly given the difficulty of getting access to documents in a timely manner.

6 Lessons from PRC *continued*

Lesson 2 (1999)

From TA 2821 – Institutional and leadership support from the Government are essential to sustain full and effective implementation of the TA. The central purpose of making performance evaluation an important tool for development project management and decision making should be properly understood by decision makers.

6 Lessons from PRC *continued*

Lesson 3 (2003)

From TA 3375 – Changes in national monitoring and evaluation processes require institutional and leadership support at all levels of participating agencies.

6 Lessons from PRC *continued*

Lesson 4 (2003)

From TA 3375 – The cost-effectiveness of overseas study tours can be questioned: the benefits in learning should match resources spent, and be evaluated against the TA objectives for training and learning.

6 Lessons from PRC *continued*

Lesson 5 (2006)

From TA 3375 – Training in results monitoring and evaluation needs to be included in the education of future project managers. Evaluation needs to be an integral part of relevant degree courses.

6 Lessons from PRC *continued*

Lesson 6 (2006)

Opportunities need to be identified and captured for providing results-based monitoring and evaluation information to policy makers.

Question

What will be the lessons from the current TA (TA 4581)?

We don't know for sure yet, but if outcome indicators are not included in the projects being monitored by KPIO using the NAKPROSES or any other system, the TA will not have achieved its principal objective

Tentative lessons from TA4581 in PRC

Lesson 1

It is unclear who (which entity) has “ownership” of project outcomes, so it is proving difficult to get commitment and assign responsibility for monitoring, reporting and evaluating outcomes

Tentative lessons from TA4581 in PRC *continued*

Lesson 2

Project construction and operating companies are becoming overloaded with people coming to collect information about their projects –
resistance is building up

Tentative lessons from TA4581 in PRC *continued*

Lesson 3

Evaluation is in its infancy in People's
Republic of China

Thank you

www.adb.org/evaluation

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