

## TA COMPLETION REPORT

Division: PEWD

<b>TA NO./NAME:</b>  2076-BAN: Strengthening the Postevaluation Capability of the Implementation Monitoring and Evaluation Division (IMED)				<b>TA AMOUNT APPROVED:</b> \$100,000	<b>SOURCE:</b>  TASF	
				<b>REVISED AMOUNT:</b> —		
<b>EXECUTING AGENCY:</b>  Implementation Monitoring and Evaluation Division				<b>TA AMOUNT UNDISB.:</b> \$19,574.43	<b>TA AMOUNT UTILIZED:</b> \$80,425.57	
<b>DATE:</b> 10 Dec 1997	<b>APPROVAL:</b> 06 Apr 1994	<b>SIGNING:</b> N.A.	<b>FIELD:</b> N.A.	<b>CLOSING</b>	<b>ORIGINAL:</b> 31 Dec 1994	<b>ACTUAL:</b> December 1995
<b>BACKGROUND/RATIONALE</b>						
<p>IMED is responsible for monitoring ongoing projects. However, since 1987, IMED, as an independent body under the Planning Ministry, has also been responsible for the postevaluation of completed projects on a selective basis, regardless of the source of funding. Cognizant of the need to enhance the efficiency in utilizing resources by learning from experience, the Government of Bangladesh has accorded high priority to the postevaluation of completed projects as a management tool for improving the development impact of projects. In 1990, the National Economic Council directed all ministries to evaluate completed projects before submitting follow-up project proposals. However, IMED's evaluation capability was constrained by a number of factors, including (i) shortages in trained staff; (ii) inadequate knowledge of evaluation techniques, procedures, and methodologies; and (iii) insufficient data processing facilities. The Government requested the Bank for a TA to address these constraints of IMED.</p>						
<b>TA OBJECTIVES AND SCOPE</b>						
<p>The major objectives of the TA were to (i) strengthen the evaluation capability of IMED, (ii) enable IMED to provide timely feedback of postevaluation findings to key policy makers and project planners, and (iii) increase the awareness of officials in the line ministries and agencies about the importance of postevaluation as a management and planning tool.</p> <p>The scope of the TA covered the (i) review of IMED's procedures for conducting postevaluation and recommend suitable evaluation methodologies to enhance IMED's institutional effectiveness, (ii) preparation of a postevaluation manual for use by IMED and other concerned agencies, (iii) conduct of a workshop/training program in Dhaka for core staff of IMED and major line agencies, (iv) provision of data processing equipment and installation of a computerized postevaluation information system (PEIS) for the effective feedback of postevaluation findings to decision makers, and (v) familiarization of selected IMED staff with the Bank's postevaluation system, procedures, and feedback arrangements.</p> <p>Given the savings from the TA account after the successful completion of the original TA scope in February 1995, the Government requested for the (i) conduct of another training workshop to impart postevaluation skills to more officials from IMED and other Government and semi-Government agencies, (ii) installation of a fax machine (in IMED), and (iii) establishment of a documentation center (also in IMED). These were all accomplished by December 1995.<sup>1</sup></p>						
<b>INPUTS EVALUATION</b>						
<p>Initially, the services of three individual consultants, i.e., one international and two domestic, were engaged. The international consultant was engaged for four weeks to (i) review the existing institutional arrangements for performance monitoring and evaluation of public sector development projects, and (ii) provide necessary guidance to the team of domestic consultants in the implementation of the training program. The training program was successfully carried out per schedule and the performance of the consultants was satisfactory. A Bank staff also assisted in establishing a computerized PEIS in IMED.</p> <p>Considering their satisfactory performance, the two domestic consultants were reengaged by the Bank to conduct the second training program. This enhanced the effectivity of the training program because of the consultants' familiarity with the task.</p>						

<sup>1</sup> The time taken in liquidating the cash advance made to IMED resulted in some delays in actual TA closing.

## **OUTPUTS EVALUATION**

The major outputs of the TA included the (i) completion of a postevaluation manual, (ii) training of a total of 50 officials from IMED and other concerned agencies on postevaluation methodologies and concepts, (iii) familiarization of three IMED staff on the Bank's postevaluation activities, procedures and feedback arrangements, (iv) installation of computers and accessories, a computerized PEIS as well as photocopiers and a fax machine, and (v) setting up of a documentation center. As a culminating activity for the training workshops, postevaluation reports for four completed Bank financed projects, namely, the Pabna Irrigation and Rural Development Project, Chittagong Urea Fertilizer Project, Chhatak Cement Plant Expansion Project, and two towns under the District Towns Water Supply Project, were prepared by the workshop participants.

The manual served as a systematic guide to postevaluation. The training programs helped in providing the officials with the necessary skills for undertaking postevaluation activities, and thus strengthen IMED's postevaluation capability. In addition, the computerized PEIS and the documentation center were expected to further institutionalize the gains from the Bank's TA by facilitating the timely dissemination of postevaluation feedback to decision makers. The installation of office equipment such as the fax machine and photocopiers meanwhile helped enhance IMED's operational efficiency.

## **OVERALL ASSESSMENT AND RATING**

The TA helped create the basic infrastructure for IMED to carry out its postevaluation activities. These include the preparation of a postevaluation manual, a documentation center with relevant literature and journals, and full time librarian, provision of four units of computers, two photocopiers, one fax machine, and installation of PEIS. Following TA, a separate new Postevaluation Wing (PE Wing) has been set up in IMED. This Wing is expected to commence its operations toward the middle of 1998. The existing Population Evaluation Unit is being merged with this PE Wing. Apart from about 25 staff from the Population Evaluation Unit, the PE Wing will be staffed with additional 8 to 10 trained officers exclusively for undertaking postevaluation activities. The FY1997/98 work program of the PE Wing includes evaluation of five externally-funded projects (including those by the Bank and other donor agencies). The manual prepared under the TA will be used in the postevaluation of these projects. In a rare departure from the tradition, most IMED staff (except very few) who received training under the TA continue to remain in their respective positions, making use of the skills gained. The PEIS has been installed but will become fully operational only after the formal operations of the PE Wing around mid 1998. Notwithstanding this, the TA has substantially accomplished its objectives. The sustainability of the TA gains seems secure as reflected in the establishment of the PE Wing and its staffing by trained officers. The significant retention of trained staff, as has been experienced recently, will certainly contribute to sustainability. In view of these aspects, the TA is rated as generally successful.

## **LESSONS LEARNED**

Constant interaction had been maintained at the seniormost level in IMED throughout the implementation of the TA. This immensely enhanced the EA's degree of ownership over the TA. The new PE Wing instituted in IMED is the result of such senior level commitment clearly highlighting the priority attached to postevaluation activities by the Government. A new position of a librarian approved for the operation of the Documentation Center is yet another example of continued support from the Government to the TA outcome. In the context of Bangladesh, bringing such institutional changes and having new staff positions approved, are difficult feats to accomplish. These became possible only because the TA could obtain the EA's commitment and involvement throughout. Lesson from the TA emphasizes the need to work very closely with the EA at every level, including the policy making level, so that their commitment is assured for the success of TA implementation as well as for long-term sustainability of TA gains. The TA is a good example of effective process consultation throughout the project design and implementation.

## **RECOMMENDATION AND FOLLOW-UP ACTION**

IMED must make the Bank-installed PEIS fully operational as soon as possible so that postevaluation findings could be made easily available to the policy makers and project designers.

The Bank could then consider further support to IMED and other key line ministries to help strengthen not only their postevaluation capability but also the overall project performance management system (PPMS) which is in line with the Bank's own current emphasis on project quality and project performance.

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