

March 2008

Capacity Development for Monitoring and Evaluation

TA Number:	6410-REG
TA Amount:	\$500,000
Source of Finance:	Regional Cooperation and Poverty Reduction Fund, provided by the Government of the People's Republic of China
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Project Duration:	2 years
Commencement and Completion Dates:	October 2007-2009
Project Leader:	Olivier Serrat
Department:	Operations Evaluation Department
Regional Cooperation Initiative Pillar:	Development of regional public goods in monitoring and evaluation

Project Overview

The Asian Development Bank (ADB) places a premium on results and is committed to strengthening the capacity of its [developing member countries](#) (DMCs) to manage for that. Strong monitoring and evaluation (M&E) systems contribute to poverty reduction. They also improve the quality of ADB's own M&E, both in the form of self-evaluation by operational departments of development interventions, and independent evaluation of these by the [Operations Evaluation Department](#) (OED).

For these reasons, OED has backed [evaluation capacity development](#) (ECD) since 1990 to raise awareness of the critical role that M&E can play in promoting the transparency, accountability, results orientation, and effectiveness of management systems. Principally at the national and sectoral levels, its interventions so far have (i) stimulated thinking on the function of M&E in good governance and public sector reform; (ii) explored the complementarities between M&E, results-based management, and internal auditing; (iii) identified strategies and resources for building demand for and supply of M&E; and (iv) encouraged and supported the creation of country and regional networks to facilitate follow-up actions.

However, the changing development context in Asia and the Pacific and the advent of learning organizations and knowledge-based economies have fed stocktaking exercises in OED, which has placed a stronger accent on ECD. This decision is also congruent with items on the international development agenda, such as the [Millennium Development Goals](#) and ADB's support for these. From experience with national and sectoral M&E systems, it is meaningful to strengthen ECD at the regional level in the framework of ADB's various regional initiatives.

The impact of the [technical assistance](#) (TA) is expected to be higher efficiency and effectiveness in public sector service provision, leading to poverty reduction. In the evaluation agencies targeted, the outcome is intended to be improved ranges of skills, resources, systems, and attitudes for performance of results-based M&E of country partnership strategies, sector strategies, policies, programs, and projects in the participating DMCs, viz., [Cambodia](#), [Lao People's Democratic Republic](#), and [Viet Nam](#). Three outputs will accomplish the outcome of the TA: (i) proficiency in M&E will be raised, (ii) research and special studies on ECD will be conducted, and (iii) knowledge sharing and learning for M&E will be boosted.

Progress to Date

The [Center for Development and Research in Evaluation \(CeDRE\)](#), Malaysia has been engaged to serve as consultant under the TA and submitted the [inception report](#). So far, progress under the TA has been in raising proficiency in M&E, for which diverse training is planned, including in the [People's Republic of China \(PRC\)](#). The second Shanghai International Program for Development Evaluation Training (SHIPDET) was held from 21–28 October 2007. About 50 practitioners on [Managing for Development Results \(MfDR\)](#) from Asia including GMS countries participated in the training program, which was held at the [Asia Pacific Development and Finance Center \(AFDC\)](#), Shanghai, PRC. The TA funded the participation of 5 delegates from Cambodia, 3 from the Lao People's Democratic Republic, 1 from [Tajikistan](#), and 4 from Viet Nam. Beside ADB, the program was jointly sponsored by the Ministry of Finance of PRC, the [World Bank](#), and AFDC.

Staff of CeDRE, Malaysia made a brief assessment of the SHIPDET program and reviewed strategies for TA implementation in consultation with AFDC officials. Recognizing that future SHIPDET programs will replicate those delivered in October 2007, it was determined that it may not be beneficial for the GMS participants to attend and participate in the three more SHIPDET programs in 2008–2009 as originally envisaged. Instead, the TA will design and structure a series of ECD Training-of-Trainers (ToT) courses for GMS DMC officials, which will be progressive in nature in terms of contents and skill set levels.

Adopting an iterative approach to allow optimum flexibility, each of these ToT training programs will systematically build on the subsequent training course including the first premier CeDRE, Malaysia comprehensive TOT training program to be held in April 2008 in Kuala Lumpur, Malaysia. The TA will explore various possible options including locations for holding the training programs in collaboration with one of the GMS countries, and using the facility at AFDC. CeDRE, Malaysia suggested that two of the ECD ToT program be held in two of the GMS countries while the final ECD ToT training program would be conducted in collaboration with AFDC in Shanghai as a final wrapping up session for the capacity building initiatives.

The progress of the TA thus far is satisfactory and the milestones identified in its design and monitoring framework are likely to be reached on schedule.

Issues and Challenges

The principal issues to be tackled and challenges to be met under the TA are:

- (i) Identifying needs based on demand for capacity building to raise proficiency in M&E.
- (ii) Identifying planning and regulatory framework and institutional mandates, operational guidelines for M&E system in GMS countries including institutional structures and functions, reporting relationships and linkages.
- (iii) Linking the responsibilities of all government agencies for M&E so as to create an integrated approach to M&E.
- (iv) Formulating an appropriate strategy for ECD.

Financial Status

TA funds are being disbursed according to a prescribed schedule of milestone payments. As of 11 March 2008, \$168,809 had been disbursed. The undisbursed amount to date is \$331,190.

Contribution to the Visibility of the PRC Fund

The nature of the TA favors dissemination of results and promotes the visibility of the PRC Fund. When the TA was approved, OED collaborated with ADB's [Department of External Relations](#) to prepare a [News Release](#) to news agencies (Available: www.adb.org/documents/oed/news/2007/capacity-development-monitoring.pdf). OED then issued an internal press release in *ADB Today*. Later, OED played an important role in supporting the SHIPDET program in October 2007. In addition to sending GMS officials for training in Shanghai, as mentioned above, staff of OED made presentations on (i) Project Performance Management System in the Asian Development Bank, (ii) Sector Level Evaluation in the Asian Development Bank, (iii) Building Evaluation Capacity, (iv) Evaluation of Country and Sector Programs, (v) Disseminating and Ensuring the Use of Evaluation Findings: Managing Knowledge, and (vi) Introduction to Regional Technical Assistance (TA 6410-REG) for Building Monitoring and Evaluation Capacity. On 28–29 November 2007, staff of OED also delivered a presentation on the TA at the 7th

Overseas Development Assistance Evaluation Workshop in Kuala Lumpur, Malaysia, in relation to which *Evaluation News* (Available: www.adb.org/documents/oed/news/2008/japan-7th-oda-evaluation.pdf) were prepared. As a result, the TA has attracted the attention of the Chinese and other media. Several articles in Chinese have been released by news agencies from PRC (Available: www.china.com.cn/economic/txt/2007-11/15/content_9231226.htm and www.fec.com.cn/hzhh/u_whyty/content.php3?id=145). Other agencies also reported on TA approval in the English language. As can be seen, the evaluation pages at ADB.org are being used to advertise the TA and CeDRE, Malaysia is also being encouraged to advertise training modules and report on these on its website. Lastly, output 3 of the TA will encourage evaluation agency staff to share knowledge and experiences online. Upon TA completion, OED will issue and disseminate *Learning Curves*.

Suggestions to Improve the Utilization of the PRC Fund

The [Office of Regional Economic Integration](#) (OREI) in ADB might, usefully, consolidate reports such as this and share them with other staff of ADB. This could be effected in the context of webpages developed by OREI and dedicated to the PRC Fund.