



Completion Report

Project Number: 49330-001
Technical Assistance Number: 9118
December 2022

Regional Evaluation Capacity Development II

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TECHNICAL ASSISTANCE COMPLETION REPORT

TA Number, Country, and Name: TA 9118-REG: Regional Evaluation Capacity Development II		Amount Approved: \$500,000	
		Revised Amount: \$750,000	
Executing Agency: Asian Development Bank	Source of Funding: People's Republic of China (PRC) Poverty Reduction and Regional Cooperation Fund (PRCF) (\$500,000) Technical Assistance Special Fund (TASF-6) (\$250,000)	Amount Undisbursed: \$55,560	Amount Used: \$694,440
TA Approval Date: 18 May 2016	TA Signing Date: Not applicable	TA Completion Date	
		Original Date: 17 May 2018	Latest Revised Date: 31 December 2019
		Financial Closing Date: 22 April 2021	Number of Extensions: 1
TA Type: Capacity development	Nature of Activity: Capacity development	TA Arrangement: Regional, capacity development assistance	

Description

The technical assistance (TA) is the second phase of work that was started under Regional Evaluation Capacity Development (TA 9064-REG). In line with the objectives of the PRCF, the TA (i) focuses on supporting countries in the Central Asia Regional Economic Cooperation Program (CAREC) and the Greater Mekong Subregion Economic Cooperation Program (GMS), (ii) promotes good governance by strengthening a results-based monitoring and evaluation (M&E) system and its role in public sector management, and (iii) encourages M&E partnerships among practitioners and knowledge providers such as regional centers of excellence and other international M&E organizations.

The project initially focused on CAREC and GMS countries under the original financing from PRCF but was expanded in 2018 to support countries in the Pacific, South Asia, and Southeast Asia through additional funding from TASF.¹ The TA developed course materials on development evaluation that can be used by government officials; developed and disseminated knowledge products on evaluation knowledge-sharing events, which served as a platform for cross learning; and strengthened evaluation skills of government officials through training, which enabled them to foster and network with expert evaluation professionals.

Expected Impact, Outcome, and Outputs

Expected impact: National development goals achieved with the support of an effective M&E system.

Expected outcome: Strengthened M&E embedded in public sector management that can support national development plans and associated goals.

Expected outputs: (i) Relevant M&E skills acquired by participants, (ii) enhanced participation of government representatives in country-level M&E, and (iii) dissemination of M&E knowledge products.

Implementation Arrangements

ADB was the executing agency for the TA and ADB's Independent Evaluation Department (IED) implemented it. Implementation was initially planned from 18 May 2016 to 17 May 2018, with \$500,000 from PRCF. In April 2018, an additional \$250,000 from TASF was approved and the TA completion date extended to 31 December 2019. Before additional financing was requested, funds had been reallocated between cost categories under PRCF to make up the deficit against actual commitment, particularly on the consultants' cost. The reallocation and increase in funding allowed the TA to increase and expand activities to more countries. The TA had a cumulative implementation period of 3.62 years and total disbursement of \$694,439.89 (93% of the total TA amount), with an unused amount of \$55,560.11. The TA utilized a total of 9.63 person-months of consultant inputs—originally planned at 21.8 person-months from international and national consultants—with three international consultants and one national consultant engaged. Staff consultancy was used to fund national consultants who helped manage and monitor the multiple evaluation capacity development (ECD) TA projects under implementation, freeing up TA budget allocated for consultancy. The funds were reallocated to additional developing member country (DMC) participation.

¹ CAREC comprises Afghanistan, Azerbaijan, the PRC, Georgia, Kazakhstan, Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan. GMS comprises Cambodia, the PRC (Yunnan Province and Guangxi Zhuang Autonomous Region), Lao People's Democratic Republic, Myanmar, Thailand, and Viet Nam.

Conduct of Activities

The TA delivered three core outputs (Appendix 3).

Output 1. Relevant M&E skills acquired by the participants. M&E knowledge and skills of mid-level government representatives involved in project and program M&E and senior government representatives involved in policy making from CAREC and GMS countries were enhanced through the three core courses of the Shanghai International Program for Development Evaluation Training (SHIPDET) and two special-topic workshops on M&E. Participants in the Southeast Asia project evaluation hub training strengthened their skills in applying evaluation criteria to assess projects at completion. Government officials who participated in on-the-job training by preparing project performance evaluation reports (PPERs) experienced firsthand assessing ADB-supported projects and learned evaluation research and writing skills.

Output 2. Participation of government representatives in country-level M&E activities enhanced. Government officials, two from Lao People's Democratic Republic (Lao PDR) and one from Georgia, participated in on-the-job training on M&E and worked with IED staff on PPERs. The TA supported the organization of four Asian Evaluation Week (AEW) events (2016–2019). The AEW is the leading evaluation knowledge-sharing event in the region, organized annually, where government officials, representatives of international organizations, and evaluation experts exchange knowledge, experience, and the latest thinking and innovation in evaluation, including M&E. A national workshop on project evaluation was organized for Lao PDR's Department of Evaluation (DOE) under the Ministry of Planning and Investment (MPI) to help strengthen DOE's capacity to verify the appropriateness of public investment projects and contribute to achieving the targets set out in the government's 5-year National Socio-Economic Development Plan.

Output 3. M&E knowledge products disseminated. The AEW developed event web pages to share knowledge and resources discussed during the event. In 2019, the official AEW website was developed and launched to serve as the single channel for sharing evaluation knowledge and presentations discussed during the event. The AEW was a platform to discuss participants' M&E learning experiences. The PRC's public sector evaluation was mapped and assessed, and findings were presented during the 2018 AEW. Knowledge gleaned from session discussions, including presentations, was disseminated through the AEW website. It has been maintained and is in use in 2022.

Technical Assistance Assessment Ratings

Criterion	Assessment	Rating
Relevance	The intended TA outputs and outcomes remained relevant and aligned with ADB's Strategy 2020, which emphasized regional integration as one of three strategic agendas, and good governance and capacity development, knowledge solutions, and partnerships as drivers of change. The TA design underwent no major change, and the choice of knowledge-sharing TA was appropriate to training and capacity development activities. The design could have been strengthened by including gender considerations from the start. More thought could have gone into outcome indicators to enable tracking.	Relevant
Effectiveness	The TA's overall outputs were largely achieved. The TA supported the participation of 46 country representatives in five SHIPDET exercises in 2016–2019, 31 government officials in one hub training, and 156 government representatives in four AEW knowledge-sharing events. In post-event surveys, participants commented that the training content was useful and relevant to their work. Participants in the on-the-job (OJT) evaluation program found it highly relevant and some participants cited specific examples on how they were able to apply the learnings from the OJT. The outcome of ECD implemented under various IED TA projects, including Regional Evaluation Capacity Development II, will be assessed in-depth through a tracer study under Establishing Regional Evaluation Programs to Strengthen Evaluation Capacity (TA 9705-REG).	Effective
Efficiency	A minor change in implementation arrangement was approved to add \$250,000 to the original TA amount of \$500,000, and to extend the TA completion date from May 2018 to December 2019. Countries and knowledge-sharing events were added. The TA was implemented by the new TA completion date and envisaged outputs were achieved within the revised TA amount.	Efficient
Overall Assessment	The TA was and remained relevant during implementation as it helped government officials learn and better understand the requirements and value of M&E. The TA was effective given that two of the seven TA	Successful

Criterion	Assessment	Rating
	activities exceeded expectations. The assessment of TA outcomes is included in a tracer study under another TA. While the TA required more funding and extension of the completion date, it utilized funds and delivered outputs efficiently.	
Sustainability	While the TA was implemented, two other TA projects were approved to continue ECD in DMCs. Support from governments and stakeholders remains high and the likelihood of project benefits continuing beyond the TA's life cycle is substantial. The memorandum of understanding signed between ADB and AFDI signifies commitment to advance collaboration on knowledge sharing and capacity building in DMCs.	Most likely sustainable

Lessons Learned and Recommendations

Design and/or planning	Generally, the TA design remained relevant throughout the TA timeframe. The TA design was robust, and no changes were made to the design and monitoring framework, except for a minor one to expand country coverage and activities and extend the TA completion date. As M&E capacity was built in countries with varying degrees of national and local capacity, delivering M&E capacity-building solutions were challenging. Demand from operations departments for IED to offer capacity building, including M&E, evaluation principles, and project completion reports, continued to grow. Discussions with the targeted countries through the operations departments and resident missions would have been useful to assess the level of capability as baseline information to support the design of coursework, modules, and topics in the ECD program, specifically on M&E.
Implementation and/or delivery	The TA delivered its targeted outputs, but a minor change in additional funding was approved to support participation of more countries and to expand knowledge-sharing activities. Governments' usual slow approval of representatives to participate in SHIPDET, AEW, and hub trainings resulted in tight timelines for processing funding requests to support their participation in M&E workshops and training. ADB mainstreams women's participation in capacity development, and female participants, although few, were represented in workshops and training. Women participants should be targeted more, and tracking should be in place to ensure gender balance in ECD activities, including those related to M&E.
Management of staff and consultants	IED staff and consultants and AFDI staff worked well together and coordinated and collaborated with government representatives who participated in the TA training and knowledge-sharing events. Early engagement of consultants ensured that TA activities were preplanned and implemented and completed as planned. Following the approval of the minor change in TA implementation arrangements and the extension, issuing contract variations for consultants already on board to expand their terms of reference and working days was more efficient.
Knowledge building	Knowledge and lessons were exchanged through presentations and discussions during hub training, SHIPDET, AEW, and on-the-job activities. Coursework materials, presentations, lessons, and discussion summaries may be made more accessible through online e-learning platforms. Accessibility of knowledge and lessons will ensure that they continue to support capacity development programs and serve as references for participants as they strengthen their program and project management skills.
Stakeholder participation	<p>Various multilateral and bilateral organizations, government representatives, and civil society organizations have participated in the AEW. The sharing of knowledge and experiences was well appreciated by panelists and attendees. However, better engagement with AEW participants must be encouraged for more meaningful discussion and interaction on issues and topics presented. Inviting more country representatives to join AEW panel sessions would provide in-country and on-the-ground perspectives.</p> <p>Under SHIPDET, group discussions are part of the 1–2-week course design but requesting a short report or list of questions from participants may give course instructors advance notice to focus on certain areas.</p>

Replication and/or scaling up	The TA is the second phase of Regional Evaluation Capacity Development (TA 9064-REG). As demand from operations departments for ECD, including M&E, in their client countries continues to grow, TA coverage of sectors, themes, and other areas of concern should be scaled up to respond to the differing needs of countries and regions, with a strong focus on value-addition. Other means of pedagogy, including e-learning platforms, and varying the duration of coursework for different audiences may be considered to amplify the usability, value, results, and impact of activities and outputs.
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Follow-Up Actions

A more in-depth assessment of the outcome of ECD implemented under various IED TA projects, including Regional Evaluation Capacity Development II, will be undertaken through a tracer study under Establishing Regional Evaluation Programs to Strengthen Evaluation. In designing ECD TA projects, lessons and experiences from on-the-job training and establishment of M&E systems should be shared.

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DESIGN AND MONITORING FRAMEWORK

Impact		
National development goals achieved with the support of an effective M&E system		
Results Chain	Performance Indicators with Targets and Baselines	Achievements
Outcome Strengthened M&E embedded in public sector management that can support national development plans and associated goals		
	a. In countries attending the training, at least five national and/or sector M&E units strengthened and/or new M&E units created.	<i>Achieved.</i> Project evaluation workshop for Lao PDR's DOE-MPI. The workshop was attended by 56 government officials from DOE-MPI, including from MPI provincial units (18 districts), and sector agencies of ADB projects. 1 representative each from Indonesia, Malaysia, the Philippines, and Thailand joined the workshop that facilitated knowledge exchange for Southeast Asia. MPI Vice Minister Khamcan Vongseneboun opened the workshop. Participants in these workshops are included in the tracer survey in progress under KSTA 9705-REG. Assessment of M&E capacity and learning is covered in the tracer survey.
	b. M&E reports disseminated for country, sector, and project evaluations. (Target: At least 30% of countries attending training disseminate evaluation reports.)	<i>Partially achieved.</i> A study on the PRC's public sector evaluation was presented and disseminated during the 2018 AEW. The TA was unable to track whether participants supported the dissemination of other evaluation reports.
	c. More than 50% of participants join existing M&E networks.	<i>Not achieved.</i> The TA was not able to track whether participants had joined any M&E networks after the workshops.
Outputs		
1. Relevant M&E skills acquired by the participants	1a. M&E skills acquired by the participants (to be measured by surveying participants at the end of each training event and at project completion)	<i>Achieved.</i> 96% of participants who responded to post-workshop surveys reported increased evaluation knowledge and skills: M&E knowledge and skills through SHIPDET, mastery of preparing program and/or country completion reports, research through hub training, and writing skills in preparing evaluation reports and studies through OJT.
2. Participation of government representatives in country M&E activities enhanced	2a. Number of M&E activities that participants engage in at the country, program, sector, or project level (Target: At least 1 activity per participant per country)	<i>Achieved.</i> 3 OJT participants (Lao PDR: 2; Georgia: 1) worked with IED to prepare 3 project performance evaluation reports. 328 staff of executing and implementing agencies of ADB-supported projects joined project evaluation workshops, which covered M&E activities during and after project implementation.
	2b. Number of M&E network meetings where participants actively participate (Target: At least 1 M&E network meeting attended per year per participant)	<i>Achieved.</i> 4 Asian Evaluation Week events (2016–2019) held
3. M&E knowledge products disseminated	3a. Knowledge products produced and disseminated (Target: Stocktaking report of M&E system in 1 country, special topic course summary, learning experience from regional synthesis workshop on M&E)	<i>Achieved.</i> 4 knowledge products (AEW web pages, 2016–2019) 2 national M&E system stocktaking reports (Georgia and Lao PDR).

Actual Key Activities with Milestones**1. Relevant M&E skills acquired by the participants**

- 1.1 M&E knowledge and skills of mid-level government representatives involved in project and program M&E and senior government representatives involved in policy making from CAREC and GMS countries were enhanced through SHIPDET's 3 core course and 2 special-topic workshops on M&E held over 4 years at AFDI.
- 1.2 Mastery of preparing program and/or country completion reports in conjunction with ADB resident missions in the PRC or in a GMS or Central Asian country was strengthened among participants of the Southeast Asia hub training.
- 1.3 Research and writing skills of government officials in assessing project performance were boosted through 3 OJT exercises to prepare project performance evaluation reports for selected ADB projects.

2. Participation of government representatives in country M&E activities enhanced

- 2.1 Staff involved in implementing ADB-supported projects were nominated by governments to participate in TA-supported ECD activities. Three government officials (2 from Lao PDR, 1 from Georgia) joined OJT to prepare project performance evaluation reports for selected ADB projects.
- 2.2 156 government representatives attended 4 Asian Evaluation Week events held from 2016 to 2019.
- 2.3 60 government representatives attended the project evaluation workshop in Lao PDR on 20–24 February 2017 with DOE-MPI. It was the first national evaluation training in which representatives from 18 districts, including DOE-MPI and sector agencies, participated. It included 1 representative each from Indonesia, Malaysia, the Philippines, and Thailand.

3. M&E knowledge products disseminated

- 3.1 Prepared 4 knowledge products (2016–2019 AEW event web pages, 3 national M&E system reports for the PRC, Georgia, and Lao PDR).
- 3.2 Held 4 regional knowledge synthesis workshops to assess ECD learning experiences.
- 3.3 Mapped and assessed the national PRC M&E system.
- 3.4 Disseminated more than the targeted 3 knowledge products from selected activities (2016–2019 AEW session summaries, PRC M&E system presented at AEW).

Actual Inputs

ADB: TASF \$226,345.52
 PRCF: \$468,094.37

ADB = Asian Development Bank; AEW = Asian Evaluation Week; AFDI = Asia-Pacific Finance and Development Institute; CAREC = Central Asia Regional Economic Cooperation; DOE-MPI = Department of Evaluation, Ministry of Planning and Investment; ECD = evaluation capacity development; GMS = Greater Mekong Subregion; Lao PDR = Lao People's Democratic Republic; M&E = monitoring and evaluation; OJT = on-the-job training; PRC = People's Republic of China; SHIPDET = Shanghai International Program for Development Evaluation Training, TA = technical assistance.

Source: Asian Development Bank.

TECHNICAL ASSISTANCE COST

Table A2.1: Technical Assistance Cost by Activity
(\$'000)

Item	Amount ^a		Actual
	Original ^b	Revised ^c	
1. Consultants	66.9	332.5	205.1
2. Goods	3.5	3.5	0.5
3. Training, seminars, and/or conferences	399.9	383.6	486.1
4. Surveys	000.0	2.7	2.7
5. Miscellaneous TA administration	2.0	2.0	0.1
6. Pilot testing	000.0	000.0	000.0
7. Contingency	27.7	25.8	000.0
Total	500.0	750.0	694.4

TA = technical assistance.

^a Includes ADB-financed funds and ADB fully administered cofinanced funds.

^b Original estimated cost in the TA report.

^c An additional financing of \$250,000 was received on 25 April 2018.

Source: Asian Development Bank estimates.

Table A2.2: Technical Assistance Cost by Fund
(\$'000)

	PRC-PRCF	TASF-6	Total Cost
1. Original ^a	500.00	0.00	500.00
2. Revised ^b	500.00	250.00	750.00
3. Actual	468.09	226.35	694.44
4. Unused	31.91	23.65	55.56

PRC-PRCF = People's Republic of China Poverty Reduction and Regional Cooperation Fund,
TA = technical assistance, TASF = Technical Assistance Special Fund.

^a Original estimated cost in the TA report.

^b Cost after additional financing of the TA during TA implementation.

Source: Asian Development Bank estimates.

LIST OF KEY ACHIEVEMENTS AND ACTIVITIES UNDER REGIONAL EVALUATION CAPACITY DEVELOPMENT II

Date and Venue	Activity Title / Core Topics / Theme	Participants Supported
20–24 Feb 2017 Luang Prabang, Lao PDR	Evaluation Capacity Development for Lao People's Democratic Republic	61
7 Jul–30 Sep 2016 Luang Prabang, Vientiane, Manila	On-the-Job Training PPER for Northern Community-Managed Irrigation Sector Project (L2086–LAO)	Lao PDR: 1
26 Apr–19 May 2017 Tbilisi, Kutaisi, Manila	On-the-Job Training PPER for Georgia: Municipal Services Development Project, Phases 1 and 2	Georgia: 1
20 Feb–17-Mar 2017 Luang Prabang, Vientiane, Manila	On-the-Job Training PPER for Lao PDR Northern Region Sustainable Livelihoods through Livestock Development Project (IED/IFAD-IOE Joint Project 35297-013)	Lao PDR: 2
5–9 Sep 2016 Xi'an, PRC	Asian Evaluation Week 2016 (Inaugural)	49
2017 Hangzhou, PRC	Asian Evaluation Week 2017 Theme: Evaluation for policy making	26
2018 Chengdu, PRC	Asian Evaluation Week 2018 Theme: Making evaluation work at the country level	54
2019 Kunming, PRC	Asian Evaluation Week 2019 Theme: Quality evaluation for better results: Local, national, and regional perspectives	27
5 Sep 2019 Kunming, PRC	Signing of memorandum of understanding between ADB and AFDI to advance DMC collaboration on knowledge sharing and capacity building	Not Applicable
2016 Shanghai	SHIPDET Core Course 2016	4
2017 Shanghai	SHIPDET Core Course 2017	11
2018 Shanghai	SHIPDET Special Topics 2018 Core topics: Cost–benefit analysis, impact evaluation	14
2019 Shanghai	SHIPDET Core Course 2019	11
2019 Shanghai	SHIPDET Special Topics 2019 Core topics: Evaluation of environmental interventions, communicating evaluations	6
2019 Shanghai	Project Evaluation Workshop for People's Republic of China Executing Agencies	30 ^a
2019 Viet Nam	Project Evaluation Workshop for Southeast Asia	31
Website	<i>Event postings:</i> <ul style="list-style-type: none"> Asian Evaluation Week 2016 2017 Asian Evaluation Week 2018 Asian Evaluation Week 2019 Asian Evaluation Week 	

IED = Independent Evaluation Department, IFAD-IOE = International Fund for Agricultural Development-Independent Office of Evaluation, Lao PDR = Lao People's Democratic Republic, PPER = project performance evaluation report, PRC = People's Republic of China, SHIPDET = Shanghai International Program for Development Evaluation Training,

- ^a Regional Evaluation Capacity Development II provided support through workshop logistics and funding of resource persons. The cost of government participants' attendance was funded through the ADB projects they were implementing.

Source: Independent Evaluation Department, Asian Development Bank.