

CATEGORY 5: INSTITUTIONAL LEARNING FROM OPERATIONAL EXPERIENCE

Subcategory
5a
IDENTIFICATION
AND USE OF
GOOD PRACTICES
AND LEARNING
LESSONS FROM
OPERATIONAL
EXPERIENCE

MDB	(I) Brief description of existing internal requirements concerning the identification and utilization of good practices and learning lessons arising from implementation experience (at the country, sector and project level)
AsDB	AsDB maintains a database of lessons extracted from completion and evaluation reports, which is accessible to all AsDB staff. AsDB documents such as the country partnership strategy, report and recommendation of the President, technical assistance paper, project and technical assistance completion reports have sections on lessons identified from implementation experience. OED also produces an annual report on loan and technical assistance portfolio performance. In addition, OED has a system for tracking actions taken on recommendations contained in its evaluation reports.
AfDB	<p>The evaluation findings, lessons and recommendations of the Operations Evaluation Department (OPEV) are disseminated within the Bank and RMCs through the circulation of Project Performance Evaluation Reports and other evaluation reports. These are supplemented, at times, by evaluation report summaries. Occasionally, OPEV also organizes, in evaluation workshops and seminars organized for Bank operational staff, presentations on major evaluation products. Steps are taken to enhance the dissemination and accessibility of OPEV products through its website and electronically. These steps included the posting of evaluation products in the Bank's Document and Record Management System (DARMS), and on the Department's internal and external websites. Thus, some 400 documents have been posted on the websites as of October 2006. In addition, more than 1000 CDs with relevant information about the department and many of its evaluations were distributed.</p> <p>In addition, the guidelines for the preparation of Country Strategy Papers require that lessons from previous strategy should be well documented in the CSP report and taken into account in elaborating the new CSP drawing from available country assistance evaluation, project completion reports and the experience of other development partners where relevant.</p> <p>At the sector and project level, the guidelines also require a systematic analysis of the Bank's past experience in the sector and how this experience has been taken into account in designing the new operation.</p>
EBRD	Lessons learned from all projects and all country strategies are independently reviewed by Credit, Legal, Economists, Environment, Procurement and Evaluation departments. A system is in place to check the use of lessons learned in new operations before Board approval.
IADB	<p>Current guidelines require that lessons learned from past strategic and operational efforts be taken into account during the preparation of Country Strategies. The Country Strategies assess the IADB's experience in the implementation of its strategy in the preceding programming cycle, and summarize the principal portfolio management problems encountered, lessons learned –especially regarding institutional bottlenecks– applicable to new projects to be considered, as well as actions taken and pending.</p> <p>Q@E standards for investment projects and PBLs call for the identification and utilization of lessons learned from previous experience.</p> <p>PCRs routinely include information on lessons learned from project implementation. In addition, the annual quality review of the PCR determines how effectively PCRs identify relevant lessons.</p>



Subcategory
5B
EVALUATION OF
OPERATIONAL
EXPERIENCE

WB	<p>Country Assistance Strategy (CAS) guidelines require that previously learned lessons and good practices be taken into account. A CAS Completion Report (CASCR) is prepared at the end of the CAS implementation period in order to evaluate CAS program performance and WB performance. The CASCR is used as an input to the design of the new CAS and is attached as an annex to the new CAS. IEG provides a validation of the CASCR to the Board. The new CAS briefly summarizes the main findings of the CASCR, and discusses how lessons learned have been taken into account in the design of the new CAS and the implications for the WB's program going forward.</p> <p>The lessons learned section of Implementation Completion Reports (ICRs) presents the most significant positive and negative lessons learned from the operations' experience, drawing on the description and analysis of the operation's design, implementation, and outcome, and on the assessments of WB, borrower, and stakeholder performances. The ICR indicates how these lessons are reflected in the arrangements for post-completion operation of the investments financed, follow-up operations, and/or any other next steps. The ICR also suggests which of the lessons have general applicability for similar operations in the sector/subsector, the country, or other countries. In case of Development Policy Loans (adjustment operations), the ICR summarizes key factors that contributed to successful implementation of the operation, or a series of operations in case of programmatic DPL, or led to problems (and how the problems were resolved) including adequacy of government commitment, soundness of the background analysis in supporting the operation, assessment of the operation's design, and relevance of the risks identified. The latter are aimed to foster utilization of good practices and learning lessons arising from implementation experience.</p> <p>Finally, QEAs and quality-of-supervision assessments conducted by QAG, and IEG evaluations assess the extent to which lessons learned informed the design and implementation of operations.</p>	
MDB	(i) Brief description of the activities of the independent evaluation unit (including scope and budget)	(ii) Management uptake of evaluation recommendations as reported to Executive Boards
AsDB	<p>In 2006 OED commenced with a three-year rolling work program. Detailed annual work programs are normally prepared during the last quarter of the previous year. They include: performance evaluation reports (project, program, technical assistance) selected by OED independently; country assistance program evaluations (CAPEs) selected in conjunction with operations departments bearing in mind the timetable for preparing new country partnership strategies; and sector assistance program evaluations, impact, and special evaluation studies selected on the basis of suggestions from operational and other departments, and the Board's Development Effectiveness Committee (DEC). OED's annual average budget is \$7.0 million.</p>	<p>OED's evaluations have had some influence on Board proposals in 2005 and early 2006. OED's influence at a strategic level was evident in (i) Management's Action Plan to improve portfolio performance, which resulted from the DEC's discussion of OED's annual report on portfolio performance; and (ii) the use of OED findings to identify sectors in the Medium-Term Strategy II.</p> <p>Of a more regular and systemic nature was the significant progress achieved from 2004 to 2006 in strengthening and mainstreaming the influence and feedback process between CAPEs and subsequent country strategy and programs (CSPs). This is a positive finding, because CSPs have become the key strategic instruments to set priorities for ADB operations in a country. Thus, among OED products, CAPEs currently have the clearest, most direct, and most systematic influence on ADB operations.</p>



AfDB	<p>The independent Operations Evaluation Department (OPEV) is responsible for the comprehensive and objective assessment of development effectiveness of the AfDB's assistance strategies, policies, operations, processes, and procedures. It assesses the adequacy of the operational evaluation system and ensures that the lessons of experience are used to improve the quality and effectiveness of the AfDB's activities. OPEV carries out various kinds of evaluations: Project Performance Evaluations, Country Assistance Evaluations, Sector Policy/Thematic Reviews, Impact Evaluations, Review of Operational Processes and Procedures, Corporate Evaluations including the Annual Reports on Development Effectiveness.</p> <p>In consultation with the operational departments and the Office of the Chief Economist, OPEV provides assistance to Regional Member Countries in their efforts to develop their own monitoring and evaluation capacity.</p> <p>OPEV's total budget in 2006 was US\$ 3.5 million.</p>	<p>There is currently no institutionalized follow-up mechanism to review Management's uptake of evaluation recommendations, although it used to be done in previous years. This will be reinstated in the near future.</p>
EBRD	<p>EvD's work program is approved by the EBRD Board and includes:</p> <ul style="list-style-type: none"> • Ex-post evaluations with field visits of about 25% projects ready for evaluation; of 35% on the basis of self-evaluation reports including validation of self-evaluation ratings; and 40% based on a review of quality and completeness of self-evaluation reports. • Evaluations of operational sector policies. • Thematic and impact studies when requested by the Board, Management or on its own initiative. <p>EvD's budget (EUR 3.54 m) is 1.32% of total administrative expenses including depreciation</p>	<p>System in place whereby Audit Committee of the Board reviews the recommendations and once a year EvD, utilizing a self-assessment by management of the degree of follow-up, reviews implementation of evaluation recommendations and the working of the system in general.</p>
IADB	<p>The Board of Directors has mandated that OVE's work be focused on institutional learning, development effectiveness and results. OVE's activities are grouped in five thematic areas:</p> <ul style="list-style-type: none"> * oversight (e.g., assessing the evaluability of projects and programs, validating the findings of the project reporting system and examining country portfolio reviews); * country program evaluation (i.e., country program evaluations that are intended as input for the consideration by the Board of the next IADB country strategy); * sector, thematic and ex-post evaluation (i.e., ex-post evaluations of completed projects, which are grouped into thematic clusters, thereby also providing broader evaluations of results across sectors or themes); * policy and instrument evaluation (e.g., evaluation of IADB policy in a given sector, and evaluation of economic and sector work); and * evaluation capacity development (e.g., limited contributions to the IADB's activities aimed at strengthening borrowing countries' own systems to manage for results). <p>OVE's annual budget is about \$6.9 million, or 1.6% of the IADB's total budget of \$420 million.</p>	<p>OVE reports containing evaluation recommendations are approved annually by the Board of Executive Directors. The Board has recently discussed the establishment of a formal mechanism to monitor Management's compliance with OVE's recommendations.</p>

<p>WB</p>	<p>The Independent Evaluation Group (IEG) is an independent unit within the WB; it reports directly to the WB's Board of Executive Directors. The IEG has separate arms for the WB (IEG/W) whose annual budget in FY06 was US\$ 23.6 million; for the IFC (IEG/IFC) whose FY06 budget was approximately US\$3.8 million; and for MIGA (IEG/MIGA) whose FY06 budget was approximately US\$1.2 million.</p> <p>IEG assesses what works, and what does not; how a borrower plans to run and maintain a project; and the lasting contribution of the WB to a country's overall development. The goals of evaluation are to learn from experience, to provide an objective basis for assessing the results of the WB's work, and to provide accountability in the achievement of its objectives. It also improves WB work by identifying and disseminating the lessons learned from experience and by framing recommendations drawn from evaluation findings. IEG 's evaluation tools used in promoting accountability and learning are Project Reviews, Country Assistance Evaluations, Sector and Thematic Reviews and Process Reviews.</p>	<p>The Management Action Record (MAR) allows IEG to track its recommendations from sector, thematic, and corporate evaluations and to monitor the degree to which they have been adopted by management. The MAR tracks two indicators: the level of adoption and the status of individual recommendations. The MAR presents management's rating's on these two indicators and IEG's rated 66% of its recommendations as having been adopted by Management at high or substantial levels.</p>
------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

