

Conclusion

In the past, donors – the AfDB included – have focused their activities on the supply side of M&ECD. Individual knowledge and skills development through training has been the main support provided. Donors had forgotten that M&ECD and RBM should be approached in a demand-driven and comprehensive way.

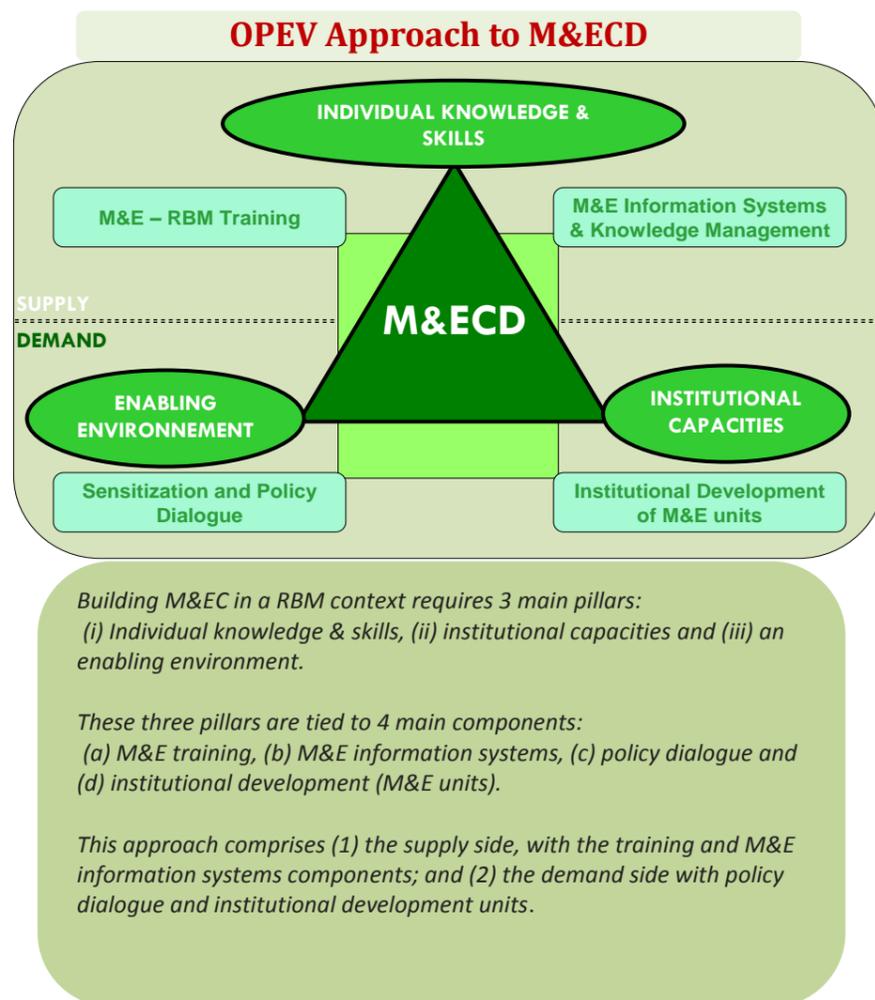
Under OPEV's M&ECD mandate, ECD is conceived as an integral part of country portfolio management work, as well as an instrument of public sector management reform. This is important as beyond its evaluation function, ECD can foster better governance in countries and institutions by promoting transparency, accountability and a performance culture.

The main findings of a 2006 seminar organized by the AfDB and key partners to help RMCs define their M&ECD needs have helped orient future M&ECD activities undertaken by OPEV.

OPEV is now engaged in programs related to RBM and M&ECD that are flexible, adapted to African countries, and sustainable. These programs will also reduce fragmentation

of initiatives, enhance regional institutions and respond to international development commitments (Paris Declaration and Accra Action Plan). One such initiative is the Regional Centers for Evaluation Capacity Development led by the World Bank.

... M&ECD and RBM should be approached in a demand-driven and comprehensive way



This document is a summary of a paper presented at the International Conference on National Evaluation Capacities, which took place in Casablanca, Kingdom of Morocco, from 15 to 17 December, 2009.

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The views expressed in this paper are those of the authors and do not necessarily represent the views of the AfDB, the Board of Governors, the Board of Directors or the governments they represent

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Building Capacity for Monitoring and Evaluation in Africa AfDB Role and Experience

- Rising demand for results information and evaluation feedback highlights weak M&E capacity in Africa
- Increasing emphasis on results, effectiveness, and impact underscores need for ECD
- AfDB Operations Evaluation Department set to pursue ECD efforts

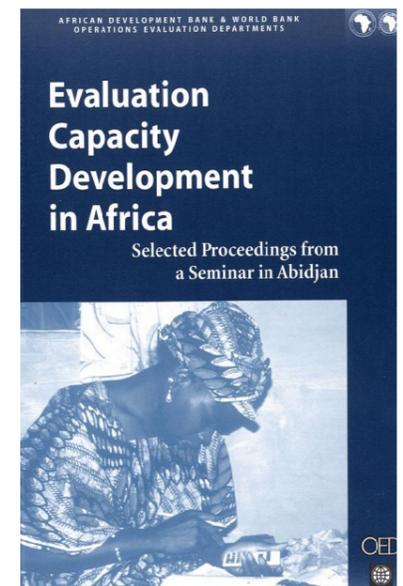
Demand for results information and evaluation feedback in Africa derives primarily from donors (MDGs, Paris Declaration, Accra Agenda for Action), but also from African countries (Poverty Reduction Strategies, African Peer Review Mechanism). The recent emphasis on results, effectiveness, and impact has highlighted the inherent weaknesses and limited supply of monitoring and evaluation capacity in Africa, underscoring the need to strengthen Monitoring and Evaluation Capacity Development (M&ECD) efforts.

Since the end of the 1980s, the Bank's Operations Evaluation Department (OPEV) has partnered with others to support M&ECD in the Bank's regional member countries through a variety of advocacy and knowledge-sharing activities. These ECD efforts have borne some fruit, but more needs to be done to fully

address the need for ECD in Africa. Partnership is a key determinant of success given the limited resources available and the breadth and scope of the effort required.

Partnership therefore underpins the M&ECD efforts of OPEV going forward. Activities include participating in the Regional Centers for Results-Based Management (RBM) and Evaluation Capacity Development and in other RBM programs.

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Development Bank of Southern Africa - Operations Evaluation Unit
African Development Bank - Operations Evaluation Department
World Bank - Operations Evaluation Department



Selected Proceedings from a Seminar and Workshop organized by the Development Bank of Southern Africa, the African Development Bank and the World Bank
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Monitoring and Evaluation Capacity Development in Africa



From experience to knowledge ... From knowledge to action

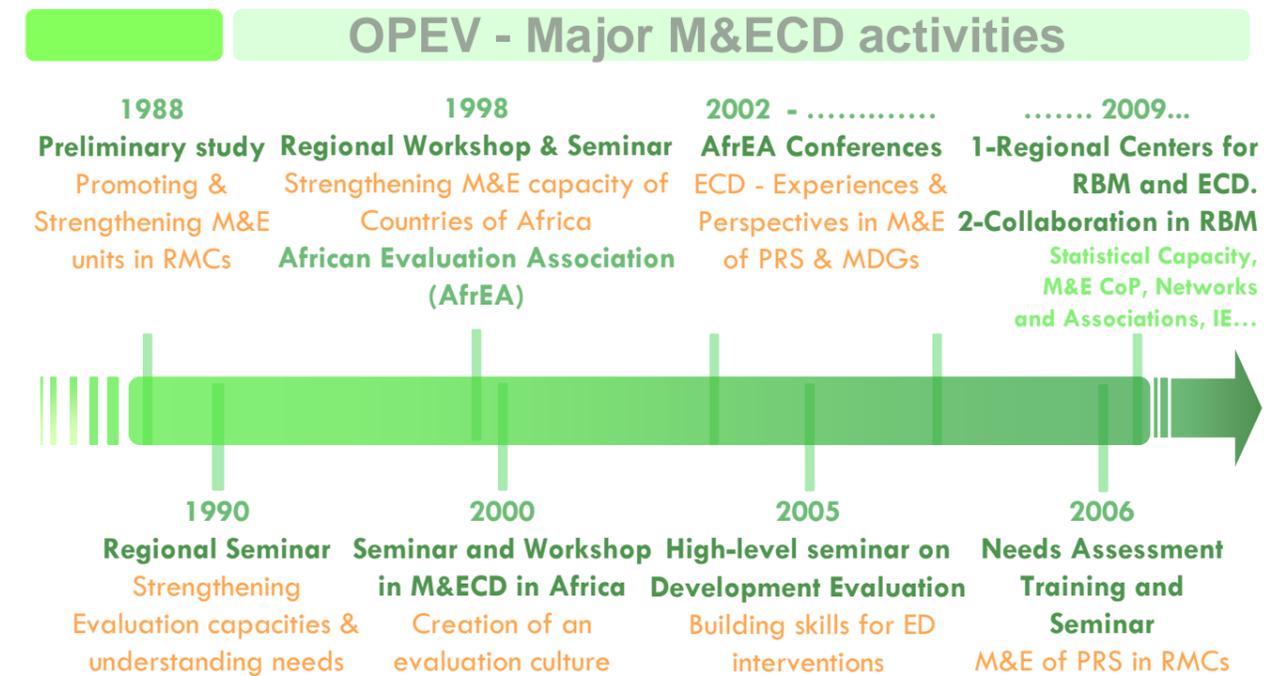
Evaluation Capacity Development at the AfDB

The Bank's Evaluation Department (OPEV) has been a strong proponent of M&E Capacity Development in Africa since the 1980s:

- In 1988, it conducted a preliminary study aimed at promoting the establishment or strengthening of evaluation and monitoring units in regional member countries.
- In 1998, it paved the way for establishing an evaluation culture in Africa with the organization of the *Regional Seminar and Workshop on Strengthening Monitoring-Evaluation Capacity of Countries of Africa*. This led to the establishment of the African Evaluation Association.
- In 2002, the Bank and the World Bank, led the ECD strand of the African Evaluation Association Conference.

- The year 2005 saw the Bank's formal definition of OPEV's mandate amended to include promotion of evaluation capacity development in the Bank's RMCs. The mandate underscores that ECD should be seen as an integral part of country portfolio management work, as well as an instrument of public sector management reform.

Under this mandate, OPEV seeks to enhance RMC and Bank capacity and the quality of self-evaluations of Bank policies, programs, and projects and to ensure the evaluability of major Bank activities. Capacity building takes place in partnerships with international and sub-regional development and evaluation organizations, commensurate with OPEV's comparative advantage in this field.



The Way Forward in M&ECD

Building Results-Based Monitoring and Evaluation Systems in PRSP Countries in Africa

Main findings of needs assessment

- *Customize training programs*
- *Move beyond training for individuals as the audience*
- *Broaden traditional M&E topics*
- *Ensure greater coordination and coherency in M&E training and capacity development*
- *Provide more capacity building options*
- *Pay attention to wider institutional and organizational capacity development*

The main findings of a needs assessment seminar jointly organized with partner institutions in 2006 helped clarify the way forward for OPEV in M&ECD. For OPEV, partnership is a key determinant of success given the limited resources available and the breadth and scope of the effort required

Looking forward, at the invitation of the World Bank, the African Development Bank will partner in a country-owned and demand-driven initiative: the **"Regional Centers for Evaluation Capacity Development"**. The program goal is to strengthen monitoring and evaluation (M&E) capacity in regional member countries for results-based management to achieve development outcomes

The program will provide the following:

Training: customized short- and long-term courses and seminars on RBM and M&E; customization of modules into diplomas.

Knowledge Services: Establishment of or engagement with a community of practice for application of results-based management (RBM) and evaluation knowledge; Development and provision of M&E-related knowledge services, such as organization of regional conferences and hosting of websites and other M&E networks.

Advisory Services: Provision of research and advisory services through engagement in evaluations.

Parallel to this initiative, OPEV will collaborate with other **programs related to results-based management**—in statistical capacity, M&E communities of practice, networks, associations, impact evaluations, and other reform-related efforts geared towards strengthening institutions of accountability and enhancing the monitoring and evaluation skills of civil society organizations.

...partnership is a key determinant of success

About OPEV

OPEV is the Operations Evaluation Department of the African Development Bank. It conducts independent, systematic assessments of the relevance, efficiency, effectiveness and impact of the Bank's policies, strategies and operations.