Joint Africa Institute (JAI)
Institut Multilatéral d’Afrique (IMA)

ADB/JAI High-Level Seminar on
DEVELOPMENT EVALUATION
Building Skills to Evaluate Development Interventions in Africa
Monday, April 4 – Friday, April 8, 2005
Tunis, Tunisia

Program

In collaboration with the Operations Evaluation Department of the World Bank and the Public Service Commission (PSC) of South Africa
Day One: Monday, April 4

8:00 – 9:00  **Registration – Main Conference Room (Malawi Room 2nd Floor)**

9:00 – 9:15  **Welcome Remarks**
Mr. Michael Bauer, *Director, Joint Africa Institute (JAI)* welcomes participants to the seminar. He sets the stage on the need for discourse on development evaluation among senior executives, the capacity enhancement benefits to be derived from the five-day event, and the usefulness of evaluation in development activities in Africa.

9:15 – 9:45  **Opening Address**
Mr. Getinet Giorgis, *Director, Operations Evaluation Department, ADB* provides the rationale for the first high-level regional seminar on development evaluation, its significance for the African continent particularly in the context of the MDGs, PRSPs, and the HIPC initiative. He highlights the need for evaluation competency among senior government executives and high-ranking officials of development institutions engaged in evaluation-related activities on the African continent.

9:45 – 10:15  **Introduction of Participants**
Mr. Negatu Makonnen, *African Development Institute, ADB* introduces resource persons. He sets the stage for delegates to share course expectations and highlight key evaluation challenges being faced in their respective countries. Each delegate is requested to provide a one-minute presentation on their background, the organization(s) they represent, and their key evaluation challenges.

10:15 – 10:45  **Program Overview and Course Objectives**
Mr. Ray C. Rist, *Senior Evaluation Officer, World Bank* and Ms. Linda Morra-Imas, *Chief Evaluation Officer, International Finance Corporation (IFC)* provide an overview of the program. They highlight the key topics to be covered and outline the learning objectives of the event.

10:45 – 11:00  **Tea/Coffee Break**

11:00 – 12:00  **Module 1: Introduction to Development Evaluation**
This introductory session begins with Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* offering the definitions, history, traditions, purpose, and types of evaluations, including their roles, and relationships with other disciplines. She discusses the changing development context, the different approaches to evaluation, and an introduction to the OECD/DAC principles for evaluation. Ms. Nozipho Mxakato-Diseko, *Commissioner, Public Service Commission (PSC)* of South Africa presents the usefulness of evaluation within South Africa’s public service and offers salient aspects of their evaluation experience to date.

12:00 – 2:00  **Lunch**

2:00 – 2:45  **Module 2: Evaluation Models**
Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* provides an overview of the evaluation process. Questions addressed during the session include who benefits from the evaluation exercise, what projects, programs, activities, and organizations to evaluate, when to evaluate, what types of evaluation model should be applied to an evaluation, and ends with a discussion on logic models and logical frameworks.
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<td>2:45 – 3:45</td>
<td><strong>Module 3: Results-Based Monitoring and Evaluation (M&amp;E): Overview</strong>&lt;br&gt;Mr. Ray Rist, Senior Evaluation Officer, World Bank and Ms. Jody Kusek, World Bank’s Africa Region Monitoring and Evaluation Coordinator conduct the RBM session containing four sub-components. The RBM session is based on ten steps that describe how performance-based monitoring and evaluation systems are built. The first RBM segment is design to help participants with planning, designing, and implementing a performance-based monitoring and evaluation system. The ten RBM steps begin with conducting a readiness assessment, move on to goal setting and indicator selection, establishing baseline data, and setting targets to ensure the use and sustainability of M&amp;E systems. Throughout the RBM sessions, participants discuss the tasks needed to complete each of the ten steps, and discuss tools available to help along the way.</td>
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<td>3:45 - 4:00</td>
<td><strong>Tea/Coffee Break</strong></td>
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<td>4:00 - 5:00</td>
<td><strong>Module 3 (cont.): Results-Based Monitoring and Evaluation (M&amp;E): Conducting a Readiness Assessment, Agreeing on Performance Outcomes, and Selecting Key Indicators</strong>&lt;br&gt;As a continuation of the previous session, Mr. Ray Rist and Ms. Jody Kusek assist senior executives in Africa with steps one to three on developing a results-based monitoring and evaluation system. Participants acquire skills on conducting a readiness assessment for M&amp;E in their various countries, how to agree on performance outcomes to monitor and evaluate MDG targets, PRSP and HIPC initiatives, and other programs they manage. They also learn how to select key indicators to monitor and evaluate desired outcomes in their various countries.</td>
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<td>6:00</td>
<td><strong>Cocktail Reception</strong></td>
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### Day Two: Tuesday, April 5

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| 8:30 – 10:30   | **Module 3 (cont.): Results-Based Monitoring and Evaluation (M&E):** Baseline Indicators, Setting Realistic Targets, and Building a Monitoring System  
                 Building on topics covered in previous day’s sessions, Mr. Ray Rist and Ms. Jody Kusek provide instructions on steps four, five, and six on collecting baseline indicators, setting realistic targets, and building a monitoring and evaluation system in Africa. Seminar representatives are provided guidelines on identifying expected or desired level of project, program, or policy performance, factors to consider when selecting indicator targets, and fundamental principles in building a monitoring and evaluation system in Africa. |
| 10:30 – 10:45  | **Tea/Coffee Break**                                                    |
| 10:45 – 12:00  | **Module 3 (cont.): Results-Based Monitoring and Evaluation (M&E):** Reporting and Using Findings, Role of Evaluations, and Sustaining M&E within an Organization  
                 This conclusive RBM session delivered by Mr. Ray Rist and Ms. Jody Kusek covers RBM steps seven through ten and ends with illustrations on how to report evaluation data and findings, use of explanatory notes, and reporting negative results. Evaluation utilization, information sharing strategies, evaluation demand, structure, credibility, accountability, and evaluation capacity are discussed as critical components for sustaining M&E in a development organization. |
| 12:00 – 2:00   | **Lunch**                                                               |
| 2:00 – 3:45    | **Module 4: Evaluation Questions and Design Matrix**  
                 Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* covers formulation of evaluation questions and concept mapping. She offers guidance to delegates on how to formulate descriptive, normative, impact, and cause-and-effect questions. The design matrix is offered as a useful tool in designing and managing the evaluation process in various countries. |
| 3:45 – 4:00    | **Tea/Coffee Break**                                                    |
| 4:00 – 5:00    | **Module 4 (cont.) Evaluation Questions and Design Matrix**  
                 As a continuation of the previous session, Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* assists participants with identifying evaluation questions and concept mapping. She guides delegates on how to formulate descriptive, normative, impact, and cause-and-effect questions. The design matrix is used as a useful point of reference in designing and managing the evaluation process. |
Day Three: Wednesday, April 6

8:30 – 10:15  **Group Exercise on “Kenya’s Lake Bogoria Community-Based Wetlands Project”**
This interactive session is conducted by Mr. Ray Rist, *Senior Evaluation Officer, World Bank* and Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC*. Delegates are requested to review the mid-term evaluation report on “Kenya’s Lake Bogoria Community-Based Wetlands Project” conducted by the World Wild Life Fund (WWF) East African Regional Programme Office (EARPO). Using course materials and knowledge acquired during the seminar, participants are divided into small break out sessions to work on specific evaluation tasks. After this initial group assignment, other sessions are devoted to group discussions based on topics covered.

10:15 – 10:30  **Tea/Coffee Break**

10:30 – 12:00  **Module 5: Evaluation Design Options**
Mr. Ray Rist, *Senior Evaluation Officer, World Bank* builds on the earlier session on evaluation questions. The Evaluation Design Options session offers guidelines on developing effective evaluation designs in Africa based on the type(s) of evaluation questions. Evaluation designs discussed include experimental, non-experimental and quasi-experimental designs, correlation studies, use of control variables, natural variation, causal tracing strategies, and the case study approach. Participants are requested to work on a short exercise within their respective groups. This exercise is designed to test and apply the knowledge acquired during the course to real-life situations in Africa. The group exercises are intended to facilitate information exchange and networking among participants.

12:00 – 2:00  **Lunch**

2:00 – 3:45  **Module 6: Data Collection Methods: Overview**
Mr. Mohamed H. Manai, *Chief Evaluation Officer, ADB* provides an overview of data collection choices, key issues pertaining to data validity, reliability, and precision. He introduces participants to issues for consideration on conducting in-person interviews, use of observations, focus groups, self-administered questionnaires, diaries, self-report checklists, and use of expert judgments.

3:45 – 4:00  **Tea/Coffee Break**

4:00 – 5:00  **Module 6 (cont.): Data Collection Methods: Strategy, Choices, and Measurement Issues**
Ms. Patricia Laverley, *Operations Evaluation Department, ADB* discusses the general rules on quantitative and qualitative data collection strategies, including cost, time, and quality. She covers rules to be followed in collecting original data, establishing data collection procedures, maintaining accurate records, and verification of data codification and input.
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| 8:30 – 10:15 | **Module 6 (cont.): Data Collection Methods: Common Data Collection Approaches**  
Mr. Mohamed H. Manai, *Chief Evaluation Officer, ADB* conducts this session. He helps participants acquire skills on how to determine whether measures are credible, valid, precise, and reliable for use in their evaluation-related activities. He discusses participatory data collection approaches including transect walks, social mapping, community meetings, use of existing reports, computer files, and unobtrusive measures. |
| 10:15 – 10:30 | **Tea/Coffee Break**  
10:30 – 12:00 | **Group Exercise on Data Collection Strategy**  
Mr. Mohamed H. Manai, *Chief Evaluation Officer* and Ms. Patricia Laverley, *Operations Evaluation Department, ADB* work with participants in their small groups in applying the skills acquired in earlier sessions to the respective data collection effort(s). Participants are requested to work on an exercise on collecting data from files, conducting interviews, and administering focus group sessions. |
| 12:00 – 2:00 | **Lunch**  
2:00 – 3:45 | **Module 7: Presenting Results**  
Mr. Ray Rist, *Senior Evaluation Officer, World Bank* assists participants with developing communication strategies for their evaluations, and on use of a feedback process to communicate results with stakeholders. Participants are also offered general guidelines on how to organize their evaluation reports and how to deliver effective presentations on completed evaluations. |
| 3:45 – 4:00 | **Tea/Coffee Break**  
4:00 – 5:00 | **Module 8: Putting It All Together**  
Ms. Linda Morra-Imas, *Chief Evaluation Officer, IFC* offers useful tips on the entire evaluation process including development of a work plan for the evaluation, contracting, scheduling, budgeting, attention to methodological quality, development of evaluation terms of reference, alignment of credentials and skills with an evaluation task. Ms. Morra-Imas also offers checklists for assessing the quality of an evaluation. |
| 6:30 | **Closing Dinner**  
“*The Usefulness of Evaluation in ADB’s Quality Enhancement Efforts*”  
Special Guest: Mr. Francois Arsenault, Executive Director and Chairman, Committee of Development Effectiveness (CODE), African Development Bank |
Day Five:  Friday, April 8

8:30 – 10:00  **Group Presentations on “Kenya’s Lake Bogoria Community Based Wetlands Project”**  
This session is moderated by Ms. Linda Morra-Imas, Chief Evaluation Officer, IFC and Mr. Ray Rist, Senior Evaluation Officer, World Bank. Using course materials and knowledge acquired during the seminar, the delegates are requested to deliver short presentations based on the group exercises undertaken.

10:00 – 10:15  **Tea/Coffee Break**

10:15 – 10:45  **Evaluability Issues in ADB’s Results-Based Country Strategy Papers (RBCSPs)**  
Mr. Eric Ndiaye, Chief Evaluation Officer, ADB discusses the novel approach being undertaken in the evaluation of RBCSPs. Mr. Ndiaye provides the rationale for the new approach and lays out the conceptual framework and evaluability issues to be addressed with the roll out of OPEV’s Country Assistance Evaluations (CAEs). Mr. Ndiaye underscores the need for country involvement in the process and highlights planned CAE activities of the African Development Bank. This session is moderated by Ms. Arlette Rakotondrazafy, Director, Programme Evaluation, Ministry of Economy, Finance, and Budget, Madagascar.

10:45 – 11:30  **Evaluation Methodologies for Assessing Development Effectiveness: Experiences from the ADB**  
Mr. Athanasius Coker, Principal Evaluation Officer, ADB highlights the methodology being used in ADB’s 2005 Annual Review of Development Effectiveness (ARDE), key evaluation questions being addressed, salient aspects of the ARDE evaluation design, and concludes the discussion.

The World Bank has undertaken more than eighty CAEs to date. Mr. Fareed Hassan, Senior Evaluation Officer, World Bank discusses the World Bank’s experience in undertaking its CAEs. Mr. Hassan provides the underlying framework for the World Bank’s CAEs. He outlines procedures currently being used, key methodological issues being addressed, and the approach used to carry out the recently completed Tunisia. Mr. Mahmud Yahya, Senior Evaluation Officer, Islamic Development Bank shares his organization’s experience based on completed evaluations to date.

12:45 – 2:30  **Lunch**

2:30 – 4:00  **Current Monitoring and Evaluation (M&E) Perspectives in Selected ADB Member Countries: Experiences in Ghana, South Africa, and Tanzania**  
This session is devoted to sharing of country-level M&E experiences in selected countries and will be moderated by Mr. Paul-Andre Rochon, Principal Evaluation Officer, ADB. Mr. Zakaria Seini, Principal Economic Planning Officer, Ministry of Finance, Ghana highlights national-level M&E activities being undertaken in Ghana and offers their experience along the way. The session proceeds with Ms. Thuli Radebe, Senior Manager, Department of Public Service and Administration, South Africa. She offers M&E perspectives from her organization and Ms. Salma Salun, Senior External Finance Officer, Ministry of Finance and Economic Affairs, Tanzania provides the rationale for Tanzania’s national-level monitoring and evaluation action plan.
4:00 – 4:15  Coffee Break

4:15 – 5:00  Future Direction of Evaluation in Africa
This session is moderated by Mr. Afework Aklilu, Principal Evaluation Officer, ADB. Ms. Lynette Sing, Director, Public Service Monitoring and Evaluation Systems, South Africa and Mr. Indran Naidoo Former Co-Chair, African Evaluation Association and Chief Director, PSC, South Africa will deliver a brief presentation on emerging issues on development evaluation. Ms. Patricia Laverley, Operations Evaluation Department, ADB summarizes the feedback on the usefulness of the sessions and how use of the skills acquired will be applied in development evaluation activities in Africa.

5:00  Closing and Certification Ceremony
Mr. Michael Bauer, Director, JAI

For additional information, please contact:

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