

# Independent Evaluation at Asian Development Bank

Why, How, and What?

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Director General

# Outline

- **Why and How ADB does Evaluation**
- **What ADB Evaluates**
- **How ADB Uses Evaluation**



# Why we do evaluation at the ADB

## Development effectiveness

Maximizing development effectiveness of ADB operations through evaluation feedback

### Accountability

Is ADB doing the right things? Is ADB doing things right? Are resources properly allocated and used, and intended outcomes realized?

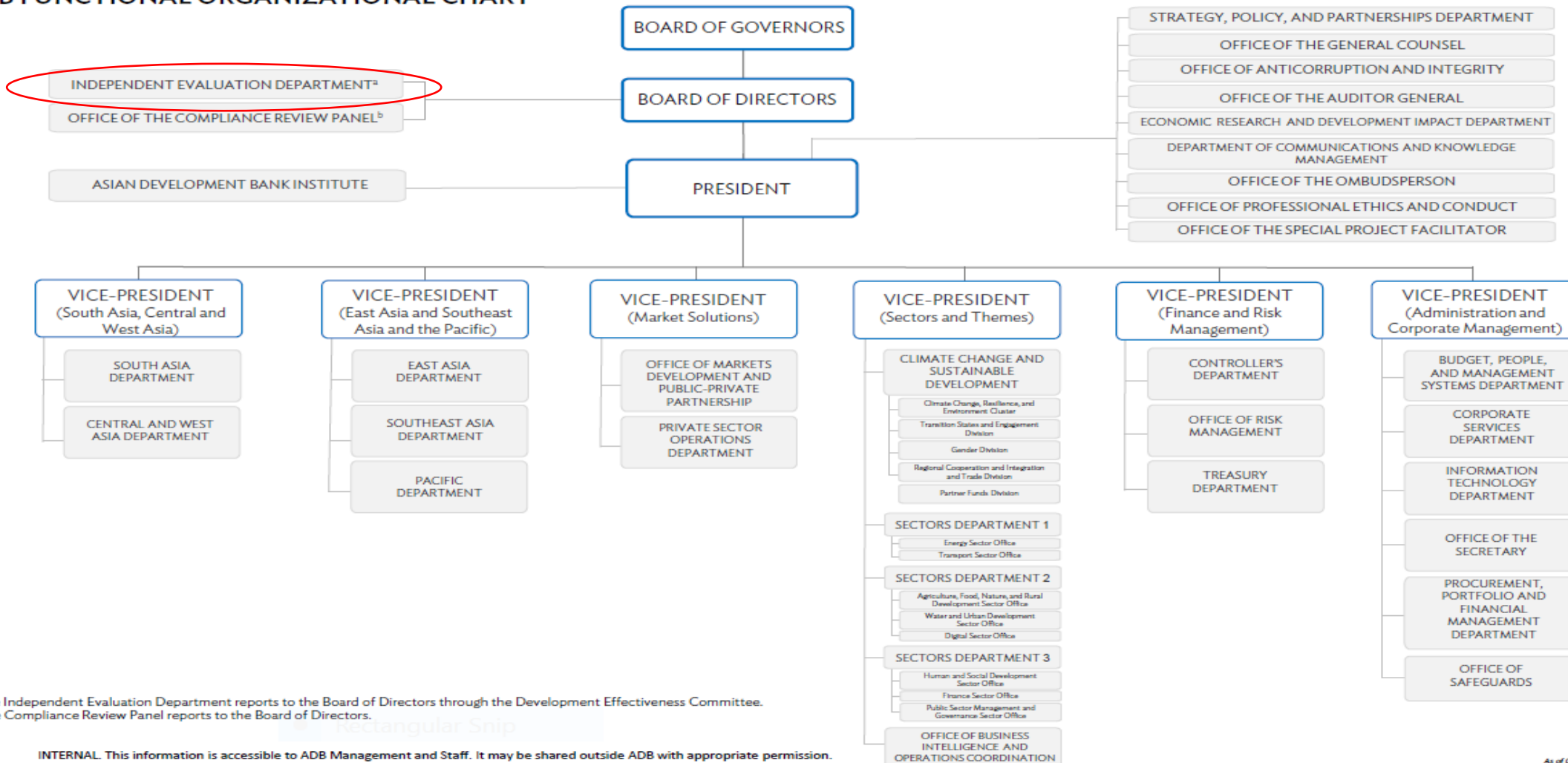
### Learning

What lessons are critical for improving development impact of future policies, strategies, programs and projects?



# Principle of Independence

## ADB FUNCTIONAL ORGANIZATIONAL CHART



<sup>a</sup> The Independent Evaluation Department reports to the Board of Directors through the Development Effectiveness Committee.  
<sup>b</sup> The Compliance Review Panel reports to the Board of Directors.

INTERNAL. This information is accessible to ADB Management and Staff. It may be shared outside ADB with appropriate permission.

As of 02 February 2025



# Principles: Credibility Enhanced by

- **Independence:** ADB Evaluation Policy 2008
- **Quality**
- **Outreach**
  - Help ADB's Board of Directors, Management, and decision makers understand whether resources have been well spent and outcomes have been achieved
  - Assist ADB operations and Developing Member Country (DMC) counterparts to develop their self-evaluation capacity

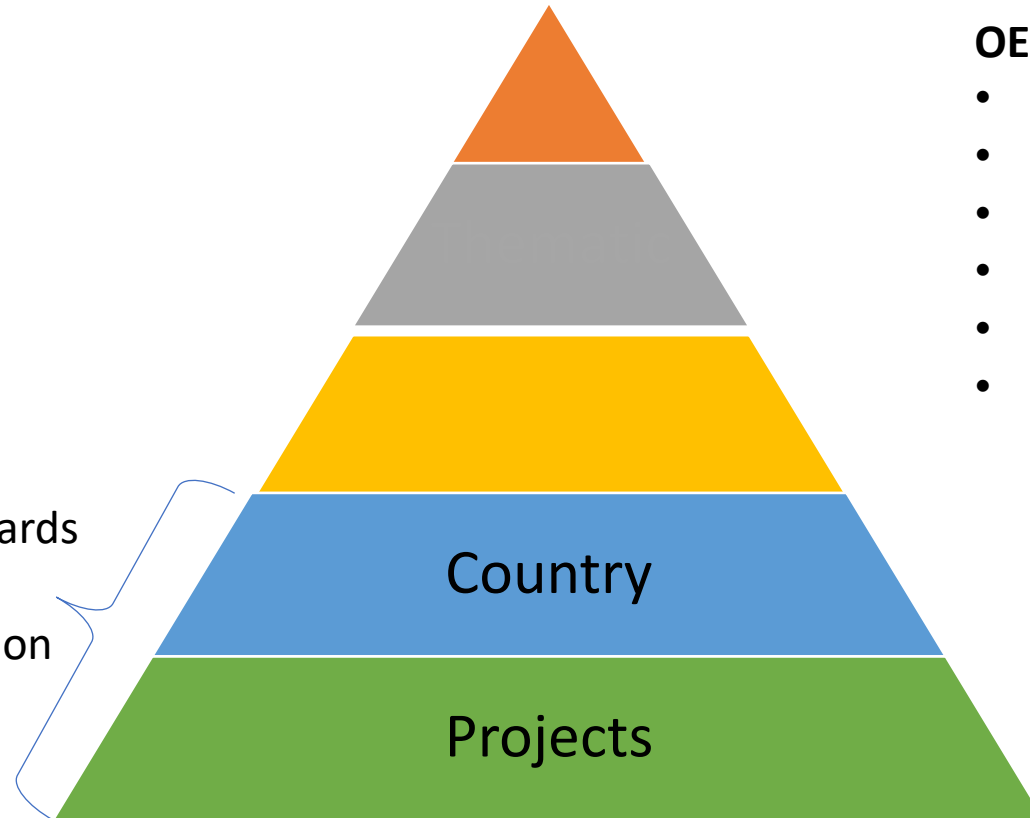


# Evaluation in ADB and other MDBs

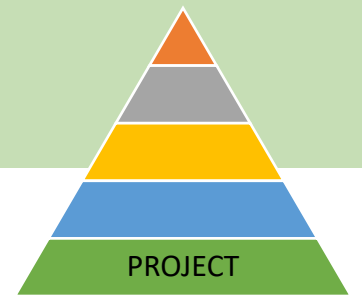
## OECD DAC Criteria

- Relevance
- Coherence
- Effectiveness
- Efficiency
- Sustainability
- Development Impact

- Standardized methods
- ECG Good Practice Standards for evaluation and validation (including on validation sampling)
- Guidelines



# Evaluation Criteria: Project



## Sovereign Project Assessment

### Core Criteria

- Relevance
- Effectiveness
- Efficiency
- Sustainability

### Other Criteria

- Development impacts
- ADB's (and cofinanciers) performance
- Executing agencies performance



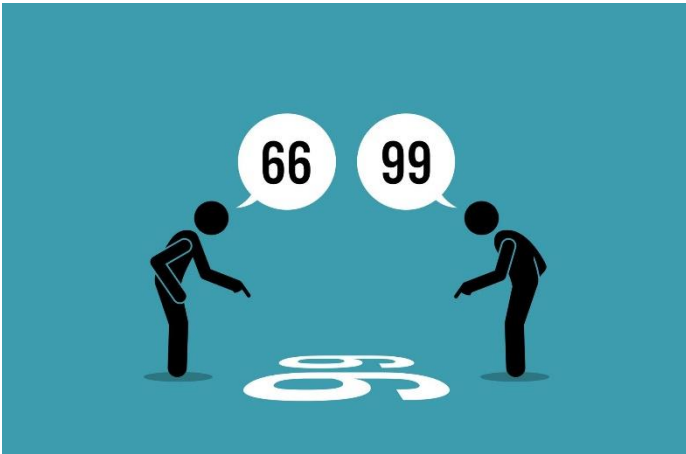
# Project Level Work

- At the project level, ADB completes annually (on average):

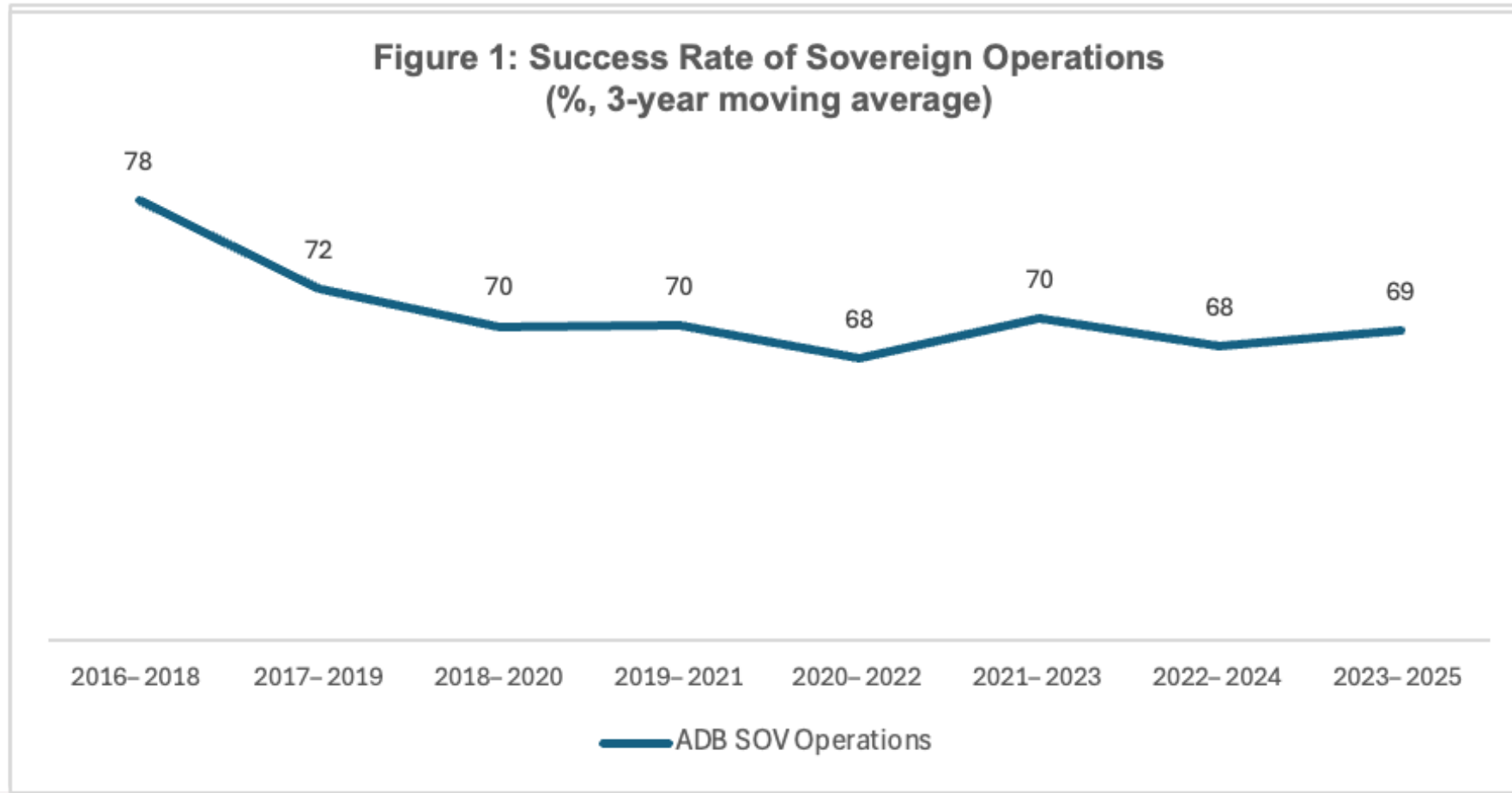
- ✓ 100+ sovereign projects
- ✓ 30+ private sector projects
- ✓ 90+ technical assistance (TA) projects

- IED validates 100% of all PCRs (100+), XARRs (30+), and TCRs (90+)

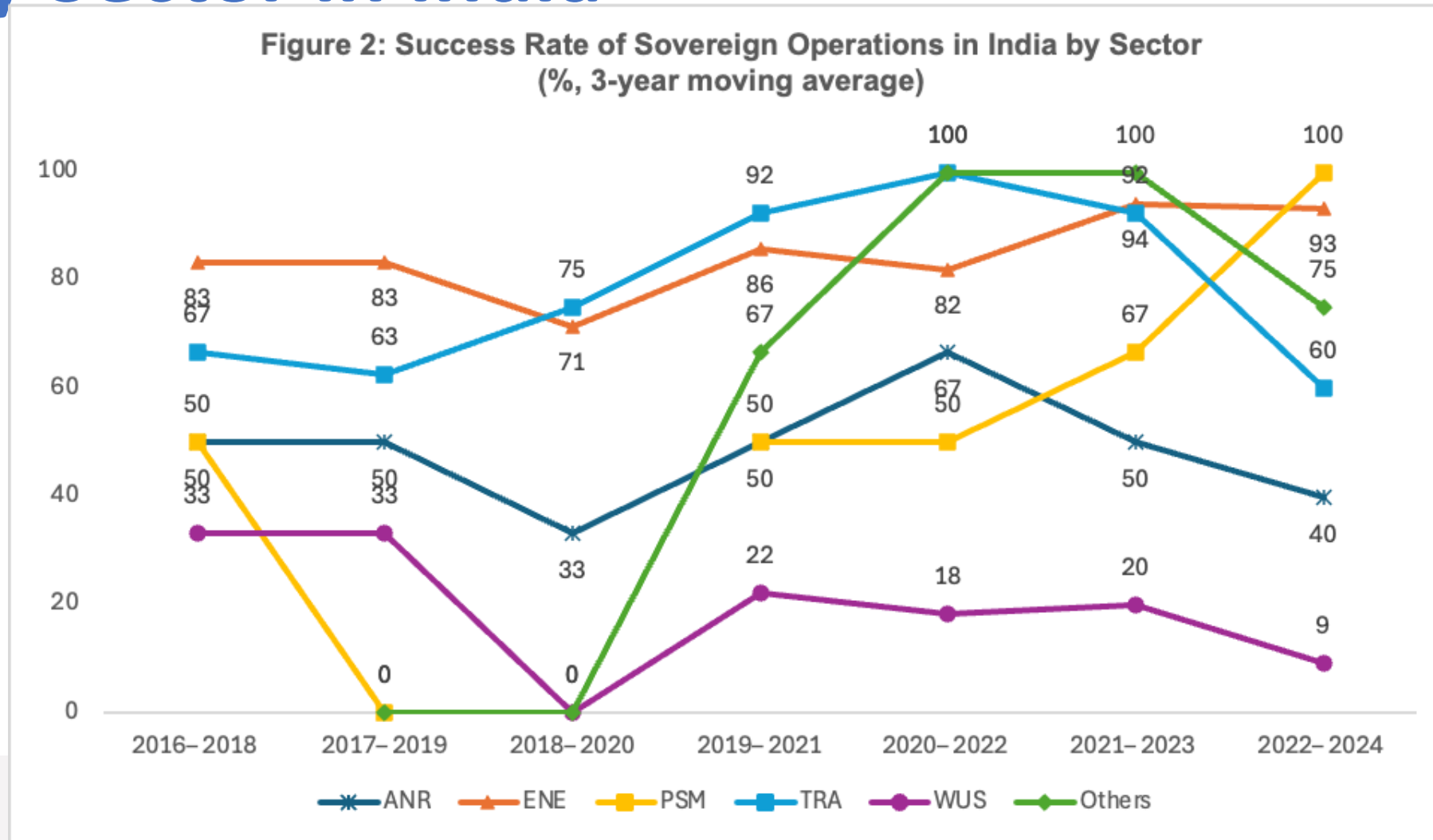
- IED fully evaluates 8-10 sovereign and private sector projects (PPERs) and 1-2 TA projects annually



# Success Rate of Sovereign Operations (%), 3-year moving average



# Success Rate of Sovereign Operations (%), By Sector in India



# Country Level Work

- At the country level, ADB completes annually (on average) 5-8 country program strategy final reviews
- IED validates all of them (examples shown).
- IED fully evaluates 1-2 country programs, called CAPEs, which are presented to the Board

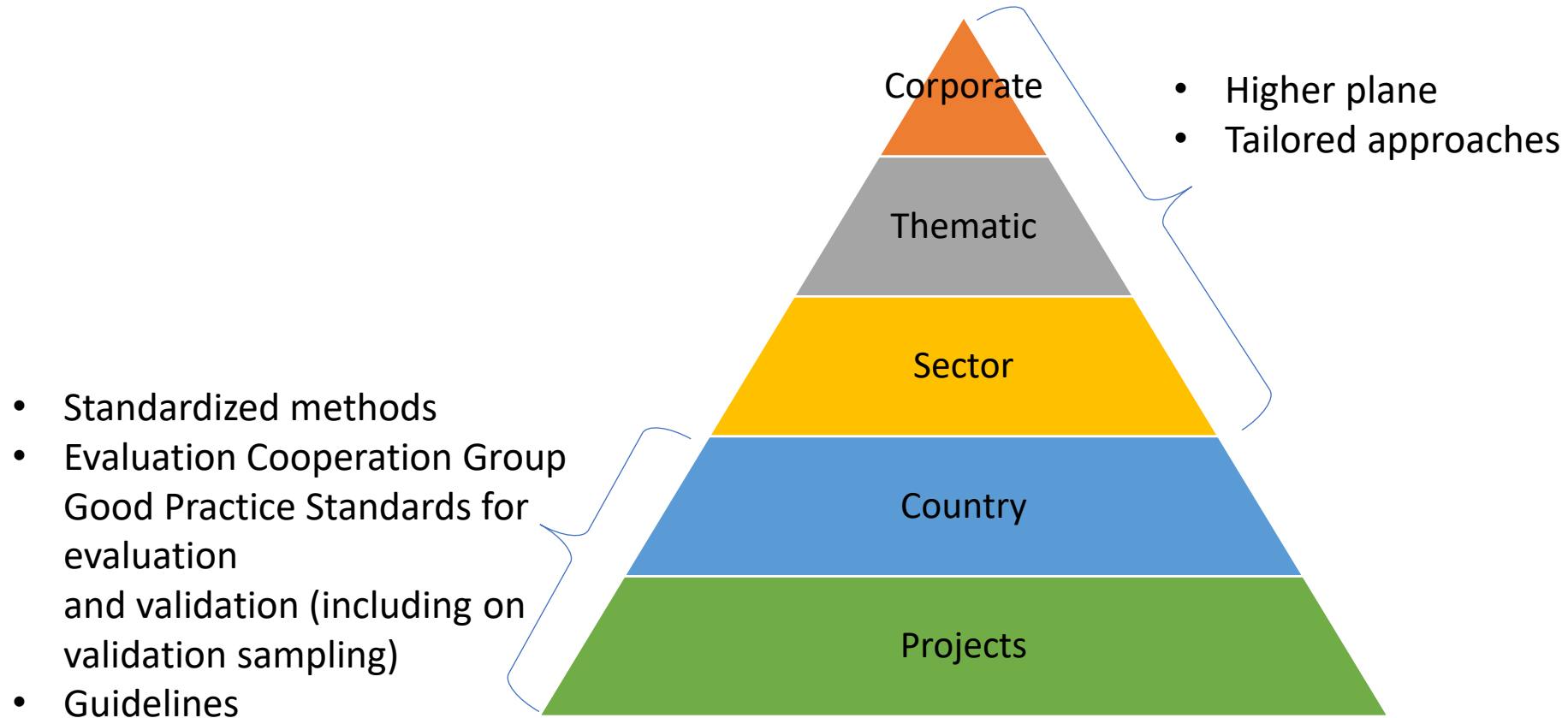
The collage displays the following country-level reviews:

- Cambodia:** Validation of the Country Partnership Strategy Final Review, 2019–2023
- Azerbaijan:** Validation of the Country Partnership Strategy Final Review, 2019–2023
- Turkmenistan:** Validation of the Country Partnership Strategy Final Review, 2017–2023
- Georgia:** Validation of the Country Assistance Program Review, 2019–2023
- India:** Validation of the Country Partnership Strategy Final Review, 2016–2021
- Uzbekistan:** Validation of the Country Partnership Strategy Final Review, 2019–2023
- Lao People's D:** Validation of the Strategy Final Review

Each report cover includes the Independent Evaluation ADB logo and the tagline: Raising development impact through evaluation.



# Evaluation Types and Methods

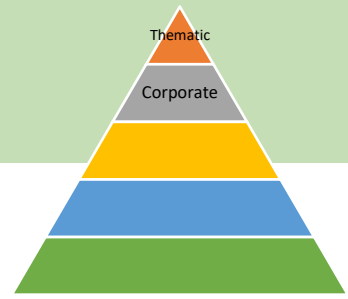


# Some Highlights from India Validation

- Overall program rated successful.
- Recommendations:
  - Develop a concrete plan to ensure a focus on poverty, inequality, and lagging areas, with a particular focus on target states.
  - Fully incorporate climate change in the new CPS and stipulate the path of engagement and results in both public and private sector operations.
  - Better diagnose the shortcomings in the urban sector and identify concrete steps to improve performance.
  - Strengthen the strategic allocation of TA resources and develop strategic knowledge work, built on alliances with local knowledge institutions.



# Evaluation Criteria: Thematic/Corporate



## Thematic and Corporate Assessment

Policy/strategy evaluations

Business process evaluations

- Tailored Approach Paper lays down methodology to be used
- Often follow structures like assessing relevance, efficiency, effectiveness
- Ratings are not required

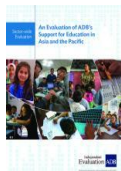


# Completed High-Level Evaluations, 2023-2025

2025



Annual Evaluation Review 2025: Support for Regional Initiatives and Public Goods



ADB's Support for Education in Asia and the Pacific



Renewing, Revitalizing, and Reforming the ADB: An Evaluation of the NOM



ADB's Support for Health in Asia and the Pacific (ongoing)



Making Cities More Livable (ongoing)



Kazakhstan Country Assistance Program Evaluation (ongoing)



Trade and Supply Chain Finance Program (ongoing)



Partner Funds and Cofinancing (ongoing)

2024



Annual Evaluation Review 2024: Drivers of Country Engagement



Operational Priority 5: Rural Development and Food Security



Support for Accelerating Progress in Gender Equality



South Asia Subregional Economic Cooperation Program



Strategy 2030 Midterm Evaluation



ADB's Technical Assistance Operations



Private Sector Operations Strategic Approach and Results

2023



Annual Evaluation Review 2023: What Explains ADB's Project Performance



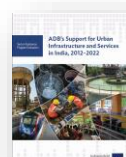
Central Asia Regional Economic Cooperation Program



Asian Development Fund 12 and 13



Investment and Credit Risk Management



Sector Assistance Program Evaluation on India Urban Sector

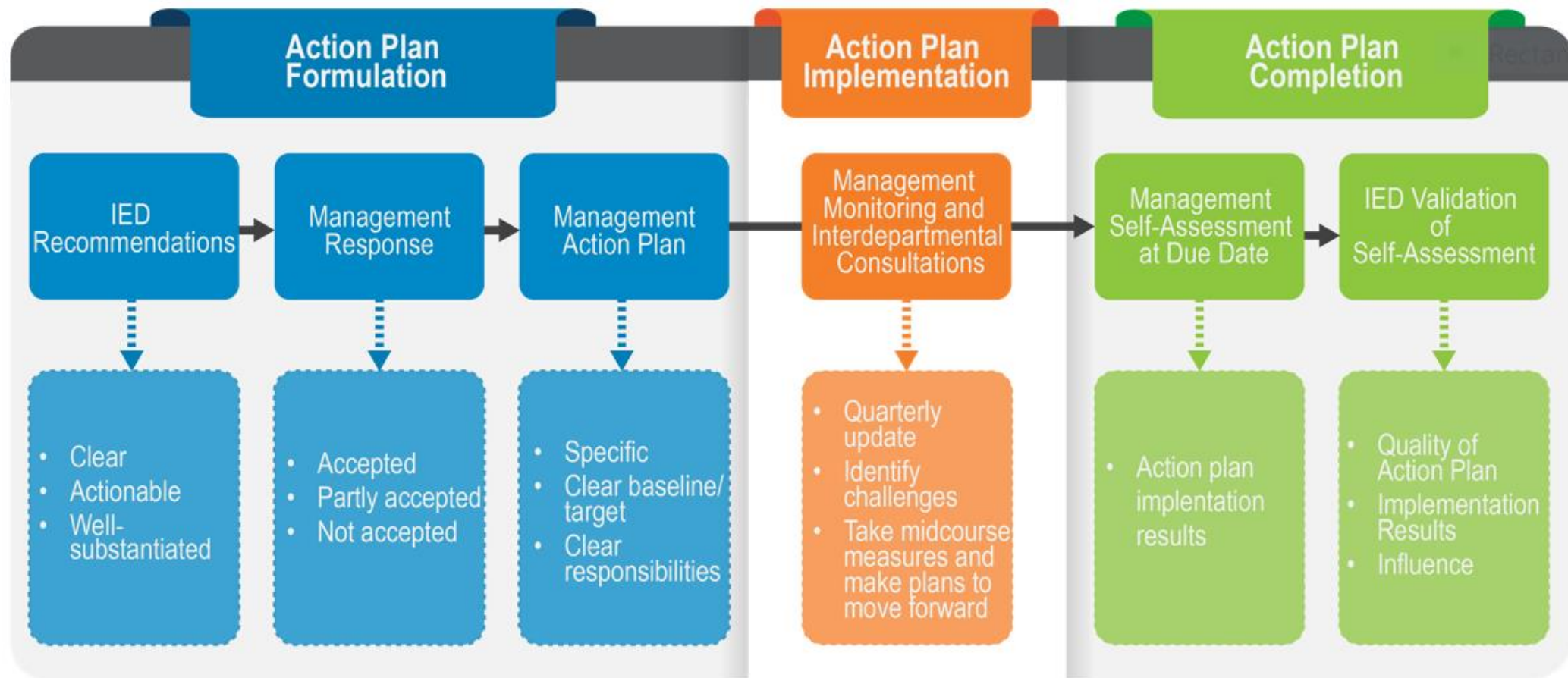


ADB's Procurement System



# Use: Management Action Record System (MARS)

**MARS Process Overview:** Tracks ADB implementation of accepted evaluation recommendations; Jointly managed by IED and Mgt

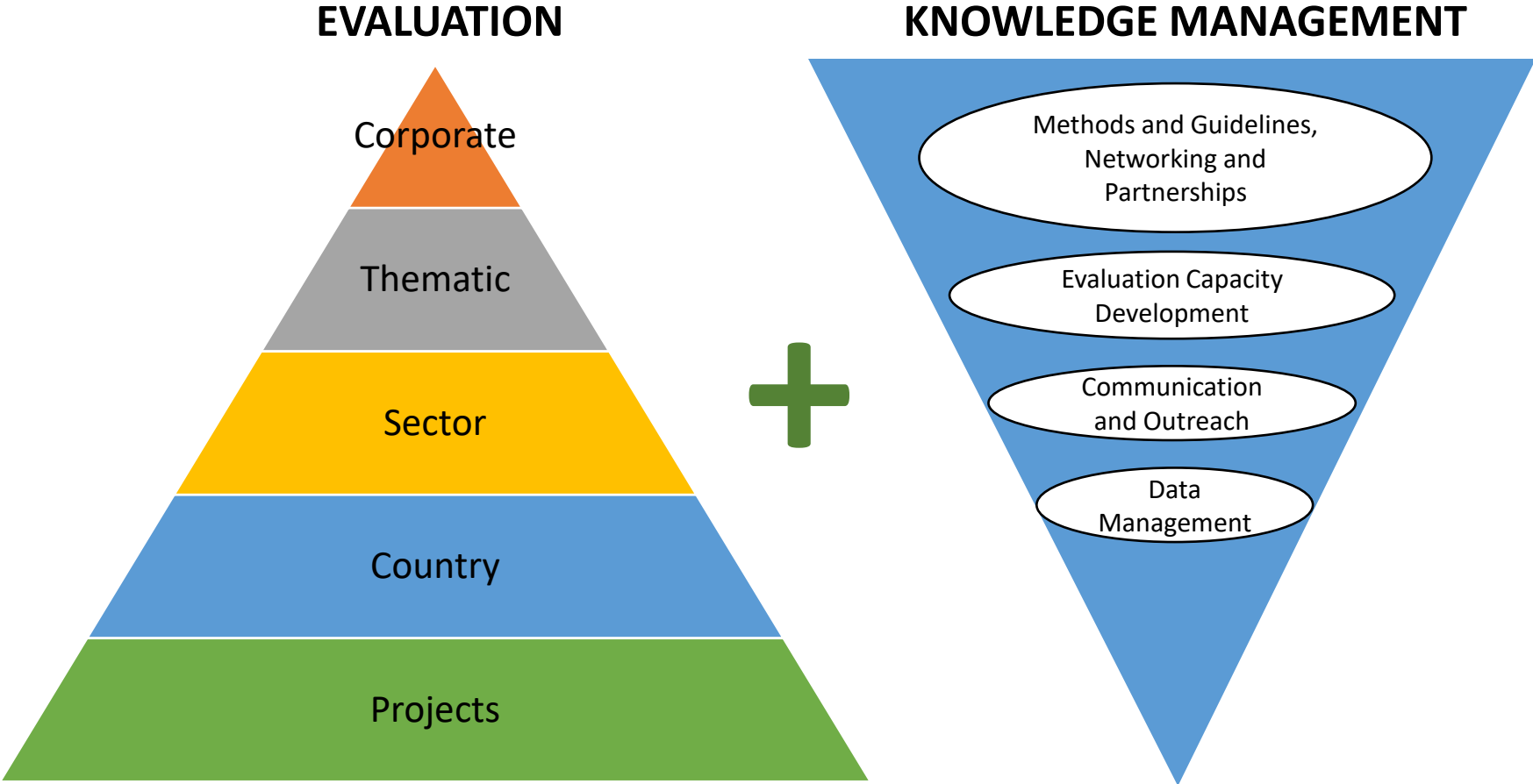


# Implementation of Recommendations

- Management Action and Record System (MARS) tracks ADB implementation of accepted evaluation recommendations and is jointly managed by IED and Management
- Acceptance of IED recommendations has improved: from 73% in 2014-2018 to 95% in 2019-2024
- Progress attributed to better articulation of recommendations and greater engagement between IED and ADB on MARS
- Among those accepted, the percentage of recommendations that were fully and largely implemented remained at 78% from 2014 to 2018 and 76% from 2019 to 2024.
- Results are reported in Annual Evaluation Review reports
- MARS is not publicly accessible and available to ADB staff at [Management Action Record System \(MARS\) Knowledge Library - Home \(sharepoint.com\)](#) through:
  - [my ADB Quick Links/Management Action Record System](#)
  - [my ADB Resources/Evaluation: Management Record System](#)
  - [SEC Quick Links @e-Board/Documents and Records](#)



# Scope of Work

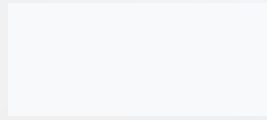


# In sum

- Evaluation is critical to ADB for both accountability and learning
- Important principles:
  - Independence
  - Employing a credible methodology
- Need systems to use evaluation for decision-making



# THANK YOU



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<https://www.adb.org/who-we-are/evaluation>